

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):

Rear Admiral (lower half) Scott Andrew Buschman

2. Position to which nominated:

Rear Admiral, Upper Half

3. Date of Nomination:

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

Residence:
residence:

Office:

5. Date and Place of Birth:

February 12, 1962
Huntington, NY

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).

Kimberly Merta Buschman (wife)
Department of Defense
Deputy Office Chief



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

1984: United States Coast Guard Academy, Bachelor of Science, Civil Engineering

1996: The George Washington University, Masters in Public Administration

2003: Massachusetts Institute of Technology, Masters in Business Administration

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.

All of my post-graduate employment is with the United States Coast Guard. A list of assignments I have held is attached.

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, Homeland Security Task Force Southeast (2009-2011)

Chair, Training Center Cape May Board of Advisors (2013-present)

Member, Coast Guard Academy Board of Trustees (2014-present)

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.

Chair, Training Center Cape May Board of Advisors (2013-present)
Member, Coast Guard Academy Board of Trustees (2014-present)

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.*

United Services Automobile Association (USAA, member)
Military Officers Association of America (MOAA, member)
Key West Federal Credit Union (member, no longer active)
Tower Federal Credit Union (member)
United States Coast Guard Academy Alumni Association (member)
Rotary Club of Key West (member, no longer active)
Big Brothers Big Sisters of the Florida Keys (Board of Directors, no longer active)

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.

Paul Harris Fellow, Rotary Club

See attached listing of military medals.

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.

Publications:

Thesis: Massachusetts Institute of Technology, 2003 Titled, "The Coast Guard in Transition, Organizational Change in Response to September 11"

Speeches:

- 2006: USS MOHAWK museum ship grand opening, Key West, FL
- 2007: Key West Chamber of Commerce, topic: Maritime Migration
- 2008: Memorial Day Speech, Big Coppitt Veterans Cemetery
- 2010: Citizen Swearing-in Ceremony, Miami, FL
- 2010: Miami Chamber of Commerce. Deepwater Horizon Oil Spill
- 2011: Hillsborough Lighthouse, Appreciation Day
- 2011: Florida Employers in Support of Guard and Reserves
- 2011: Small Vessel Security Summit, Miami, FL
- 2013: Panelist, Sea Air Space Exposition
- 2014: Panelist, Sea Air Space Exposition

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 been a Coast Guard officer for 30+ years and have served in a diverse set of field and staff assignments. I have commanded three Coast Guard units and been second in command of several others. I have been exposed to most Coast Guard missions. My staff assignments have provided a broad experience base in program management, budget formulation and execution, personnel management, requirements development and training. I have experience working with Interagency partners as well as State and local officials.

It has been an honor to serve in the United States Coast Guard. I am committed to the Coast Guard's missions and serving the taxpayers. It would be an honor to continue to serve.

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?

The Coast Guard has been working very hard to meet the Chief Financial Act requirements. It is very evident that every employee has a role in ensuring the U.S. Coast Guard has the proper management and accounting controls. As public servants, we must be responsible stewards of taxpayer resources. As a leader in the U.S. Coast Guard, my role is to ensure that I continue to stress the importance of management and accounting controls and we have the proper policies and resources to meet our requirements. I must also ensure that those resources under my control are properly utilized and accounted for in accordance with all laws and regulations.

Throughout my career, I have been honored to serve in ever increasing positions of responsibility. From 2006-2009, I served as the Commander of Coast Guard Sector Key West. In this capacity, I was responsible for leading all Coast Guard operations in a large and complex 55,000 square mile operating area that bordered two foreign countries.

From 2009, 2011, I served as the Chief of Staff of the Coast Guard's Seventh District. The Seventh District, headquartered in Miami, FL is extremely busy and is responsible for Coast Guard operations in a very large area including South Carolina, Georgia, Florida and the Caribbean. In this position I oversaw thousands of personnel and tens of millions of dollars. I also served as the acting District Commander during the response to the 2010 Haiti Earthquake.

From 2011-2013 I was assigned to Coast Guard Headquarters first as the Deputy Assistant Commandant for Capability and then as the Executive Assistant to the Deputy Commandant for Operations, a Vice Admiral. In these capacities, I helped lead Headquarters level Directorates with hundreds of personnel and assigned and responsible for tens of millions of dollars. During this time, I helped set policies and define requirements for the entire Coast Guard.

From 2013 to present, I have served as the Commander of Force Readiness Command, responsible for training Coast Guard personnel, providing them Tactics, Techniques and Procedures, assessing their individual and unit level readiness and exercising their ability to meet contingency plan requirements. In this assignment I have been responsible for nearly 3,000 personnel and 200+ million in operating funds.

Each of these positions has afforded me the opportunity to manage larger portfolios with greater breadths of issues and responsibilities. I have learned a lot in each assignment, have grown, and look forward to applying lessons learned to meet greater challenges and responsibilities.

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

The top three challenges facing the U.S. Coast Guard include:

- Recapitalizing or major operational assets.
- Balancing the need to recapitalize these assets while maintaining front line operations and meeting emerging priorities in a resource constrained environment.

- Recruiting and retaining a high performing and diverse workforce, providing them the tools they need to safely and proficiently perform Coast Guard missions, and an environment in which they succeed.

The Coast Guard's major cutters average approximately 40 years of age and have been operating in extreme environments. The Coast Guard is positioned to meet this challenge with our ongoing National Security Cutter and Fast Response Cutter acquisitions and the upcoming replacement for our Medium endurance Cutters. Our professional acquisition workforce is well positioned to help us manage large and complex acquisitions efficiently and effectively.

The second operational challenge is to continue to balance front line operations while we are recapitalizing our major assets. The fiscal constraints we are operating under make it imperative for the Coast Guard to be as efficient as possible, steward our resources, while balancing front line operations as we recapitalize. This includes developing strategies to meet emerging priorities such as the Cyber threats, expansion of the U.S. energy industry which increases Coast Guard operational requirements and combating transnational criminal organizations in the Western Hemisphere.

Finally, the Coast Guard has a dedicated workforce that performs challenging missions in harsh and unforgiving environments. We must continue to ensure that we provide our dedicated workforce the right doctrine, policies, training and support systems to ensure our personnel are able to provide services to the taxpayers. While our economy is improving and opportunities are expanding, we must continue to attract and retain a talented, diverse and dedicated workforce. We must also provide this workforce an environment in which they can succeed, one free of sexual assault, discrimination, harassment, bullying and other forms of intimidation.

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.

No.

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.

From 2003-2005, I was the Deputy Chief in the Coast Guard's Office of Budget and Programs. In this assignment, I frequently provided information and briefings to the DHS, OMB and congressional staffs to support legislation and policy, primarily the Coast Guard's annual appropriation. As a Sector Commander and District Chief of Staff (2006-2011), I frequently

hosted members of the Administration and Congress and congressional staff members conducting field visits to learn about Coast Guard operations.

Outside official Coast Guard duties, I have not participated in any activities to influence legislation.

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, but in the 2009-2010 academic school year, our 7th grade son suffered a series of illnesses and sports injuries that required two hospitalizations and for him to miss approximately 50 days of school. His school was concerned about the number of absences and reported this information to the Florida Department of Children and Families (DCF). DCF investigated the matter, determined there were no areas of concern and closed the investigation without further action.

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?

I have not disapproved the findings in any sexual assault court-martial for which I was the general court-martial convening authority. I did reduce the sentence in one general court-martial, unrelated to any pretrial agreement. The accused was charged with sexual assault against three victims. After a week-long contested trial, the members (jury) acquitted the accused of some charges, and found him guilty of others. The sentence imposed by the members was a Bad Conduct Discharge, reduction in grade to E-1, 60 days restriction, and 90 days of hard labor without confinement. The reduction to E-1 was executed automatically after the trial. Under the Uniform Code of Military Justice, the other punishments could not be approved or executed until I, as convening authority, took final action on the case. I approved the Bad Conduct Discharge and disapproved the sentence of restriction and hard labor without confinement. The result was that the accused was placed immediately on appellate leave status pending execution of his Bad Conduct Discharge (which occurs after appellate review). I disapproved the restriction and the hard labor without confinement to avoid the risk to Coast Guard members that would have been occasioned by the accused's enforced residence in Coast Guard barracks as a result of the restriction and his presence in the workplace to perform hard labor. This also avoided his receiving pay for the additional time. I followed the recommendation of my Staff Judge Advocate (a senior captain) and after consulting with the victims who did not object.

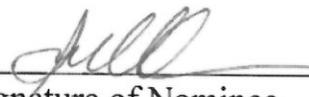
7. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

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

F. Affidavit

RDML SCOTTA BUSCHMANN 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 14 day of April, 2014.



Notary Public
Charles Buchanan





Rear Admiral Scott A. Buschman
Commander, Force Readiness Command
U.S. Coast Guard



Rear Admiral Buschman is originally from Peterborough, New Hampshire and received his commission in 1984 after graduating from the United States Coast Guard Academy. Rear Admiral Buschman reported as Commander, Coast Guard Force Readiness Command in May of 2013. The Force Readiness Command is responsible for optimizing human performance throughout the Coast Guard's workforce. FORCECOM enhances mission execution by providing clear tactics, techniques, and procedures; relevant training, and quality assessments and exercises to enable the operational commanders to achieve a cycle of continuous improvement in human performance.



Rear Admiral Buschman previously served as Executive Assistant to the Deputy Commandant for Operations from 2012 to 2013, and as the Coast Guard's Deputy Assistant Commandant for Capability from 2011-2012. From 2009-2011, he served as the Coast Guard Seventh District's Chief of Staff; the Seventh District is responsible for all operations in the Southeast U.S. and the Caribbean Basin including Florida, Georgia, South Carolina, Puerto Rico, the U.S. Virgin Islands and over 15,000 miles of coastline. From 2006-2009, Rear Admiral Buschman commanded Coast Guard Sector Key West, FL.

Rear Admiral Buschman is a Cutterman and started his career afloat as a Deck Watch Officer aboard USCGC SHERMAN, homeported in Alameda, CA. Other afloat assignments include Navigation Officer in USCGC ESCANABA, Boston, MA and Commanding Officer, USCGC VASHON, homeported in Roosevelt Roads, Puerto Rico. He also served as the Deputy Commander of Coast Guard Group Key West, FL. Staff assignments include Liaison Officer to the U.S. Department of State; Chief of the Congressional Hearings Section; Program Reviewer in the Coast Guard Headquarters Office of Programs; and Deputy Chief of the Office of Budget and Programs.

Rear Admiral Buschman holds a Bachelor of Science degree in Civil Engineering from the U.S. Coast Guard Academy; a Masters of Public Administration from The George Washington University; and a Masters of Business Administration from the Massachusetts Institute of Technology as part of the Sloan Fellows Program.

Rear Admiral Buschman's personal awards include three Legions of Merit, five Meritorious Service Medals, three Coast Guard Commendation medals, the Transportation 9/11 Medal the Coast Guard Achievement Medal, and the Commandant's Letter of Commendation as well as various service and unit awards.

REAR ADMIRAL Scott A. Buschman

Current Assignment

May, 2013 - Present

Commander, Force Readiness Command

Assignment History

Oct, 2011- May, 2013

Executive Assistant, Deputy Commandant for Operations

Aug 2011 – Oct, 2012

Deputy Assistant Commandant for Capability

Jun, 2009 – Jul, 2011

Chief of Staff, Seventh Coast Guard District

Jul, 2006 – Jun, 2009

Commander, Coast Guard Sector Key West

Aug, 2005 – Jun, 2006

Special Assistant to the Commandant

Jul, 2003 – Jul, 2005

Deputy Chief, Office of Budget and Programs

Jun, 2002 – Jun, 2003

Massachusetts Institute of Technology, Duty Under Instruction

Jun, 1999 – May, 2002

Deputy Commander, Coast Guard Group Key West

May, 1996 – Jun, 1999

Program Reviewer, Office of Budget and Programs

Jan, 1995 – Jun, 1996

The George Washington University, Duty Under Instruction

Aug, 1992 – Dec, 1994

USCG Headquarters, Chief, Congressional Hearings Section

Jul, 1990 – Jul, 1992

USCGC VASHON, Roosevelt Roads, PR; Commanding Officer

Jul, 1988 – Jul, 1990

Coast Guard Liaison Officer to the Department of State

Jun, 1986 – Jun, 1988

USCGC ESCANABA, Boston, MA; Deck Watch Officer

Jul, 1984 – May, 1986

USCGC SHERMAN, Alameda, CA; Deck Watch Officer

Educational Summary

2002 – 2003

Massachusetts Institute of Technology, MBA

1995 – 1996

The George Washington University, MPA

1980 – 1984

United States Coast Guard Academy, B.S. Civil Engineering

Military Personal Awards and Significant National Recognition or Achievement

2013

Legion of Merit

2011

Legion of Merit

2009

Legion of Merit

2006

Coast Guard Meritorious Service Medal

2005

Coast Guard Meritorious Service Medal

2005

Global War on Terrorism Medal

2002

Coast Guard Meritorious Service Medal

1999

Coast Guard Meritorious Service Medal

1995

Coast Guard Commendation Medal

1992

Coast Guard Commendation Medal

1991

Coast Guard Commendation Medal

1988

Coast Guard Achievement Medal

1988

Commandant's Letter of Commendation Ribbon

Significant Current Professional Credentials or Recent Activities

2010,

Acting Seventh District Commander During Coast Guard Response to

Haiti Earthquake