

Senate Commerce Committee Coast Guard Nominee Questionnaire, 116th Congress

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 "Not Applicable" 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): [Scott William Clendenin](#)
2. Position to which nominated: [Rear Admiral, Lower Half.](#)
3. Date of Nomination: [October 15, 2019](#)
4. Address (List current place of residence and office addresses):
[REDACTED]
[Work: Terrorism Screening Center \(CTOC SD\), Vienna VA 22180](#)
5. Date and Place of Birth: [3 May 1967/Philadelphia, PA.](#)
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; do not provide birth dates).
[Wife: Irelise \(Lissie\) Colon Clendenin, Lead Medical Technologist, Fort Belvoir Military Medical Hospital.](#)
[Daughter: \[REDACTED\]](#)
7. List all college and graduate degrees. Provide year and school attended.
[2012 Brookings Institution Executive Education, Certificate in Public Leadership](#)
[2011 U.S. Naval War College, Master of Arts in National Security and Strategic Studies](#)
[2009 U.S. Naval War College, Joint Professional Military Education \(JPME\) Certification](#)
[2000 Joint Military Intelligence College \(now the National Intelligence University\), Master of Science in Strategic Intelligence](#)
[1995 Webster University, Master of Arts in Human Resource Development and Management \(Dual Degree\)](#)
[1990 USCGA, Bachelor of Science in Government](#)
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.
[My Coast Guard biography lists my assignments in the Coast Guard which required leadership and management skill, both at sea on U.S. Coast Guard Cutters and ashore. in](#)

both intelligence and policy organizations. I have extensive experience leading and managing large geographically dispersed and deployed operational, staff, and intelligence organizations. I have also had extensive staff assignments in policy and requirements, working homeland security, defense, international, operational, and intelligence issues that have built my government experience and know-how that will be key to serving well as a Coast Guard flag officer.

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 ten years.

None.

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 ten years.

I served as the President of the Surface Navy Association National Cuttermen Chapter from 2015 to 2019, and currently remain a member of the chapter's board.

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 religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). 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 disability.

I am a lifetime member of the Surface Navy Association.

I am a member of the Navy League.

None of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

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.

None.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

I was elected to serve as the President of the Surface Navy Association National Cutterman's Chapter president from 2015-2019. As per the charter I will remain on that board in an advisory capacity as the ex-president until 2021.

15. 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.

None.

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

Military awards include: Two Legion of Merit Medals, Two Defense Meritorious Service Medals, Six Meritorious Service Medals with the operational distinguishing device, Two Commendation Medals with the operational distinguishing device, Achievement Medal, Meritorious Distinguished Service Medal of the Dominican Republic, and other personal and unit awards.

Received a Federal Bureau of Investigation personal award from the Director for outstanding assistance to FBI maritime counternarcotics investigations while serving as Commanding Officer of United States Coast Guard Cutter HAMILTON.

Received the National Foreign Intelligence Community Meritorious Unit Citation for USDAO Santo Domingo intelligence support during the violent civil crisis in Haiti.

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. 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.

None.

18. List digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an "alias" or "handle" you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

Linked In – dormant: www.linkedin.com/in/scott-clendenin

19. 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.

20. 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 deeply desire to serve as a Coast Guard flag officer and continue to lead our missions serving alongside the outstanding men and women in our service. The Coast Guard, our people, and our mission have been my passion for 34 years of service. The Coast Guard's promotion and assignment system prepares senior officers to assume greater amounts of leadership and responsibility, and our performance is measured against expectations of our ability to lead at each echelon of our organization. While I am awaiting a specific assignment as a flag officer, a Coast Guard flag officer is expected to lead large organizations in a variety of capacities, and represent our service to the workforce, government overseers, interagency and international partners, the private sector, and the American people whom we serve. I have extensive experience leading our Coast Guard men and women in operations afloat, intelligence, strategy, and policy efforts throughout my career. I have managed agency and national level policy decisions, and I have worked extensively in joint and interagency work environments. I assisted three senior admirals as a Coast Guard senior Executive Assistant (equivalent of a Chief of Staff in other organizations), assisting them in their responsibilities, decisions, and events. The Coast Guard's Executive Assistant positions offer unique insights into the leadership role of a flag officer in our service. I also served as a Fellow to the Director of the National Security Agency, working closely with the leaders of that large joint organization to better understand the issues that they face. I also served as the Director of Central America and the Caribbean on the National Security Council leading interagency national policy coordination and initiatives. Lastly, I was selected to attend the executive preparation course at the Brookings' education program based on the Federal Executive Program Qualifications, receiving certification for completion of the program.

21. When 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 deeply desire to serve as a Coast Guard flag officer and continue to lead our missions serving alongside the outstanding men and women in our service. The Coast Guard, our people, and our mission have been my passion for 34 years of service. The Coast Guard's promotion and assignment system prepares senior officers to assume greater amounts of leadership and responsibility, and our performance is measured against expectations of our ability to lead at each echelon of our organization. While I am awaiting a specific assignment as a flag officer, a Coast Guard flag officer is expected to lead large organizations in a variety of capacities, and represent our service to the workforce, government overseers, interagency and international partners, the private sector, and the American people whom we serve. I

have extensive experience leading our Coast Guard men and women in operations afloat, intelligence, strategy, and policy efforts throughout my career. I have managed agency and national level policy decisions, and I have worked extensively in joint and interagency work environments. I assisted three senior admirals as a Coast Guard senior Executive Assistant (equivalent of a Chief of Staff in other organizations), assisting them in their responsibilities, decisions, and events. The Coast Guard's Executive Assistant positions offer unique insights into the leadership role of a flag officer in our service. I also served as a Fellow to the Director of the National Security Agency, working closely with the leaders of that large joint organization to better understand the issues that they face. I also served as the Director of Central America and the Caribbean on the National Security Council leading interagency national policy coordination and initiatives. Lastly, I was selected to attend the executive preparation course at the Brookings' education program based on the Federal Executive Program Qualifications, receiving certification for completion of the program.

22. 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 Coast Guard leader, I am very familiar with management and accounting controls. In all of my Coast Guard leadership assignments I was responsible for ensuring our compliance with federal appropriations laws and regulations. I recognize the essential importance that management and accounting controls have in government management, and my responsibility to the American taxpayer to ensure that the Coast Guard remains a good steward of taxpayer funds as we deliver critical maritime services for the nation.

Based on my extensive experience managing large government organizations, I am well positioned to lead Coast Guard Programs. At sea, I commanded four cutters where I was solely responsible for my ship, crew, resources, and our mission execution. Most recently, I was entrusted with our nation's newest Coast Guard Cutter, US Coast Guard Cutter (USCGC) HAMILTON. During that time USCGC HAMILTON was the first newly commissioned cutter to "clean sweep" annual training in all mission areas, and we set a narcotics interdiction record in our first long deployment. While serving as the Deputy Director of the Coast Guard Cryptology Group, as the Executive Assistant to our Director of Intelligence and Criminal Investigations, and as Executive Assistant to the Deputy Commandant for Operations, I assisted in the oversight and management of geographically dispersed multi-missioned workforces and assets. I also had the opportunity to directly observe the leadership and decision impacts of our Senior Leadership.

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

1. **Developing and maintaining a modern military workforce.** Our leadership has spent a great deal of time in recent years optimizing the ways in which we manage, lead,

nurture, and retain our service's human capital and professional talent in the face of increasing service mission complexity. We face an unprecedented exponential increase in the technologic capability of our assets and systems, and increased employment opportunities outside of the service for our technically skilled workforce. We must prepare, train, educate, inspire, and lead our active and reserve military men and women, civilians, and Auxiliary workforce to retain them, and enable them to embrace constant innovation and improvement.

2. **Managing IT.** We must continue to improve our Information Technology (IT) management, requirements, and acquisition processes, recognizing that technology evolves at an exponential pace and that IT and Cyber are now an integral part of every Coast Guard mission space. We must ensure that we continue to prioritize and assess our IT investments and programs, and also maintain an agile IT requirements and acquisition processes, in order to adopt effective and cost efficient technologies to support our missions.

3. **Ensuring the success of our new assets.** Thanks to the advocacy, authorization, and appropriations of Congress, we are in the midst of the largest asset recapitalization in the history of the Coast Guard. We must continue proper planning, resources, and support for these new assets, to include adequate shore-side facilities, maintenance, and support. Additionally, these new assets require a more modern workforce with a greater understanding of the highly technical systems on board them. This requires more robust training "pipelines" prior to reporting on board, and an increased retention of seasoned technical expertise and know-how in our afloat and aviation officer and enlisted workforce ranks. These incredible assets are far more capable than the legacy assets that they replace. We must also ensure that operational commanders and commanding officers innovatively employ these incredible new assets in order to optimize the performance of our missions at sea for our nation. Lastly, since these newer assets maintain a higher operational tempo than our previous fleet, we must focus on the needs of Coast Guard family members, to ensure that they have adequate support programs in place while their loved ones are deployed for longer periods of time.

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 Public Financial Disclosure Report.

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. Explain how you will resolve each potential conflict of interest.

None, but if any should arise I will obtain advice from a Coast Guard ethics official and follow that advice.

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. Explain how you will resolve each potential conflict of interest.

None, but if any should arise I will obtain advice from a Coast Guard ethics official and follow that advice.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

None, but if any should arise I will obtain advice from a Coast Guard ethics official and follow that advice.

6. Describe any activity during the past ten years, including the names of clients represented, 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.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

None.

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.

None.

3. Have you or any business or non-profit 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.

None.

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.

None.

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.

None.

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?

None.

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.

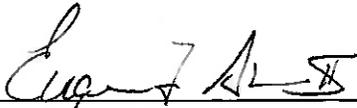
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Scott Clendenin 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 18th day of November, 2019


Notary Public

Eugene F. Adams II
Notary Public, District of Columbia
My Commission Expires 9/30/2023



Captain Scott Clendenin, U.S. Coast Guard



Captain Clendenin served for fourteen years at sea on Coast Guard cutters conducting multi-mission patrols from Canada to South America in the Atlantic and Pacific, and throughout the Caribbean. In his first two tours at sea on cutters, he served as a Deck Watch Officer on board USCGC HARRIET LANE based in Portsmouth, VA, and as the Operations Officer on board USCGC SENECA based in Boston, MA. He then served as the Commanding Officer of four Coast Guard cutters, including USCGC NUNIVAK based in San Juan, PR, USCGC MONSOON based in San Diego, CA, USCGC CAMPBELL based in Portsmouth, NH, and USCGC HAMILTON based in Charleston, SC. His sea service included multi-ton narcotics seizures, illegal migrant smuggling interdictions, search and rescue, homeland security operations, defense operations, and maritime mass migration response. He has also worked extensively with international partner nations in international maritime operations and engagement

exercises.

In his staff assignments ashore, he served as the Maritime Watch Coordinator at the Drug Enforcement Agency's El Paso Intelligence Center, the Coast Guard Attaché assigned to the U.S. Defense Attaché Office in the Dominican Republic, Fellow to the Director of the National Security Agency, the first Deputy Commander of the Coast Guard Cryptologic Group, and the Executive Assistant to the Director of Coast Guard Intelligence and Criminal Investigations. In addition, he served as the National Security Council Director for Central America and Caribbean Affairs and the Executive Assistant to the Coast Guard Deputy Commandant for Operations. He currently serves as the Coast Guard's Representative assigned to the new interagency Transnational Organized Crime Strategic Division.

His personal awards include two Legion of Merits, two Defense Meritorious Service Medals, six Coast Guard Meritorious Service Medals, Two Commendation Medals, an Achievement Medal, the Distinguished Service Medal of the Dominican Armed Forces, and numerous other personal and unit awards.

He holds a Certificate in Public Leadership from the Brookings Institution, a M.A. in National Security and Strategic Studies from the U.S. Naval War College, Newport, RI, a M.S. in Strategic Intelligence from the Joint Military Intelligence College (now the National Intelligence University), and a M.A. in Human Resource Development and Management from Webster University, St. Louis, MO. He is a 1990 graduate of the U.S. Coast Guard Academy.

He was raised in Springfield, Pennsylvania. He is married to the former Irelise Colon of Corozal, Puerto Rico, and they have one daughter, [REDACTED].

Captain SCOTT W. CLENDENIN, U.S. Coast Guard

Current Assignment

Jul 19 – present Transnational Organized Crime Strategic Division

Assignment History

Jun 17 - July 19 Deputy Commandant for Operations, Executive Assistant, CAPT
Mar 15 - Jun 17 USCGC HAMILTON (WMSL 753), Commanding Officer, CAPT
Oct 14 - Mar 15 DCO-5R, Western Hemisphere Strategy Implementation Coordinator, CAPT
Jun 13 - Oct 14 White House, National Security Staff, Director for Caribbean & Central American Affairs, CAPT
Apr 12 - Jun 13 Intelligence & Criminal Investigations (CG-2), Executive Assistant, CAPT
Jul 11 - Apr 12 Brookings Institution, Federal Executive Fellow, CAPT
May 09 - Jul 11 USCGC CAMPBELL (WMEC 909), Commanding Officer, CDR
May 07 - May 09 Coast Guard Cryptologic Group, Deputy Commander, CDR
Jul 06 - May 07 National Security Agency, Fellow to the Director of NSA/CSS, CDR
Jun 04 - Jul 06 USCGC MONSOON (WPC 4), Commanding Officer, LCDR
Jun 01 - Jun 04 Defense Attaché Office, Santo Domingo DR, CG Attaché, LCDR
Jun 00 - Jun 01 Joint Military Attaché and Spanish Language Training, Defense Intelligence Agency, LCDR
Jun 99 - Jun 00 Joint Military Intelligence College, Defense Intelligence Agency, LT
Jun 97 - Jun 99 USCGC NUNIVAK (WPB 1306), Commanding Officer, LT
Jun 95 - Jun 97 USCGC SENECA (WMEC 906), Operations Officer, LT
Dec 93 - Jun 95 El Paso Intelligence Center, Maritime Watch Coordinator, LTJG
May 90 - Dec 93 USCGC HARRIET LANE (WMEC 903), Deck Watch Officer, ENS

Educational Summary

2012 Brookings Institution Executive Education, Certificate in Public Leadership
2011 U.S. Naval War College, Master of Arts in National Security and Strategic Studies, 3.7 GPA
2009 U.S. Naval War College, Joint Professional Military Education (JPME) Certification
2000 Joint Military Intelligence College (now the National Intelligence University), Master of Science in Strategic Intelligence, 3.8 GPA
1995 Webster University, Master of Arts in Human Resource Development and Management (Dual Degree), 4.0 GPA
1990 USCGA, Bachelor of Science in Government

Military Personal Awards and Significant National Recognition or Achievement

Legion of Merit (2), Defense Meritorious Service Medal (2), Meritorious Service Medal (6), Commendation Medal (2), Achievement Medal, Meritorious Distinguished Service Medal of the Dominican Republic

Significant Current Professional Credentials or Recent Activities

2017 Received a Federal Bureau of Investigation Personal Award from the Director for outstanding assistance to FBI maritime counternarcotics investigations as Commanding Officer of CGC HAMILTON.
2016 Led CGC HAMILTON to break the HITRON cutter patrol interdiction record on her first JIATF South deployment.
2016 Elected President National Cuttermen Association and led merger with Surface Navy Association.
2015 Led first WMSL to clean sweep all Warfare Excellence Awards in the first TSTA after commissioning.
2010 Developed and led first ever Passing Exercises (PASSEXs) with Colombian, Nicaraguan, and Panamanian forces, enhancing combined communications and interoperability.
2007 "Plankowner" Deputy Commander of the Coast Guard Cryptologic Group.
2006 Served as first Coast Guard shipboard observer on a Mexican Naval Ship, the 270 foot ARM Guanajuato (PO-153), during a Caribbean Sea counternarcotics patrol.
2004 "Plankowner" Commanding Officer of USCGC MONSOON (WPC 4).
2004 Received the National Foreign Intelligence Community Meritorious Unit Citation for USDAO Santo Domingo intelligence support during the violent civil crisis in Haiti.
2001 Completed 8 months of DOD Contracted Spanish language training followed by 5 weeks of Spanish language immersion training in Cuernavaca, Mexico.