

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):

Douglas Margrave Fears (Doug)

2. Position to which nominated:

Rear Admiral, Lower Half

3. Date of Nomination:

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

[REDACTED]

[REDACTED]

5. Date and Place of Birth:

Baltimore, MD; August 8, 1964

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).

Wife: Kate Drew Fears, Executive Editor, Lewis Offshore Ltd (publisher of the Explorer Chartbooks)

Children: [REDACTED]

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

Class of 1989, U.S. Coast Guard Academy, Bachelor of Science in Government

Class of 2001, U.S. Naval War College, Master of Arts in National Security and Strategic Studies

Class of 2004, Harvard University, Master in Public 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.

Operations Officer, USCGC BASSWOOD (WLB 388)
Aegis Fire Control Officer, USS VINCENNES (CG 49)
Combat Information Center Officer, USS LEAHY (CG 16)
Command Center Controller, 13th Coast Guard District
Aide and Executive Assistant, 13th Coast Guard District
Commanding Officer, USCGC SITKINAK (WPB 1329)
Assistant Coast Guard Liaison, U.S. House of Representatives
Executive Officer, USCGC THETIS (WMEC 910)
Program Reviewer, Officer of Budget and Programs, CGHQ (CG-821)
Director for Central America and Caribbean, National Security Council staff
Commanding Officer, USCGC DILIGENCE (WMEC 616)
Coast Guard Fellow, Center for Strategic and International Studies
Chief, Office of Law Enforcement Policy, CGHQ (CG-MLE)
Commanding Officer, USCGC HAMILTON (WMSL 753)
Chief of Staff, Coast Guard Atlantic Area
Senior Director for Resilience Policy, National Security Council staff

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.

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 five years.

Chairman of the Editorial Board, Naval Institute Proceedings magazine
Ex-Officio Director, Naval Institute Board of Directors
Institutional Review Board member, Artis Research

I do not currently hold any of the Naval Institute positions above and I have withdrawn from my position on the Artis Research IRB.

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.*

1984 to present: U.S. Naval Institute

1988 to present: USAA

1989 to present: U.S. Coast Guard Academy Alumni Association

1999 to present: Military Officers Association of America

2004 to present: Harvard University Alumni Association

2004 to 2007, 2010 to 2013 and 2017 to present; Army and Navy Club, Washington, DC

2004 to present: National Community Church, Washington, DC

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.

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.

\$1,250 to Romney for President in 2012

[Note: I recall contributing to other Presidential candidates, but since political contributions are not tax deductible, I did not keep records of my contributions. I searched the Federal Elections Commissions online database, and the only record attributed to me there is a \$250 contribution to Romney for President. However, I did find five electronic receipts for contributions of \$250 each for Romney for President.]

I have never held political office or served on an election committee.

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

1997 – U.S. Navy League’s Captain David H Jarvis Award for Inspirational Leadership

2003 – Presidential Scholar at Kennedy School of Government

2003 – Public Service Fellow at Kennedy School of Government

2005 – U. S. Coast Guard Academy Alumni Achievement Award

2010 – Coast Guard Fellow, Center for Strategic and International Studies

2012 – MIT Seminar XXI Fellow

Military awards: Defense Superior Service Medal, Legion of Merit (x2), Meritorious Service Medal (x3), Coast Guard Commendation Medal (x4), Coast Guard Achievement Medal, Navy-Marine Corps Achievement Medal, Presidential Unit Citation, Joint Meritorious Unit Award, DOT Outstanding Unit Award, Coast Guard Unit Commendation (x3), Coast Guard Meritorious Unit Commendation (x3), Navy Meritorious Unit Commendation, Coast Guard Team Award (x3), Coast Guard Excellence Award (x4), Navy Battle Efficiency Award, National Defense Service Medal (x2), Armed Forces Expeditionary Service Medal, Southwest Asia Service Medal, Global War on Terrorism Service Medal, Coast Guard Bicentennial

Unit Commendation, DOT 9-11 award, Special Operations Service award (x2), Humanitarian Service Medal (x2), Kuwait Liberation Medal, Coast Guard Sea Service award (x4), Navy Sea Service deployment award, Coast Guard Overseas Service award, Rifle marksman award and pistol sharpshooter award.

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.

Published:

Respecting the Elements, U.S. Coast Guard Academy Alumni Bulletin June 1989

Crisis in the Cutter Fleet, Naval Institute Proceedings August 2011

International Waters, Illicit Traffic, Naval Institute Proceedings August 2012

Speeches:

I've delivered a few dozen short speeches focused on congratulatory remarks for Commanding Officers and crew at Coast Guard Change of Command ceremonies as the inbound or outbound Commanding Officer, and as the Presiding Official while serving as the Atlantic Area Chief of Staff.

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?

Regarding qualifications, my breadth of operational experience serves as a solid foundation with both joint and interagency experience in 8 of the Coast Guard's 11 statutory missions. Building on that operational experience, I have had deep staff experience in budget, policy, legislative and key leadership positions. This experience has allowed me to understand a variety of pressures that surround current Coast Guard and national issues as well as complex problems that require solutions. In addition to the positional experience in my background, I would also highlight that serving as the Plankowner Commanding Officer in a new National Security Cutter was very educational for understanding major acquisitions and associated challenges that will inform future Coast Guard investment decisions for both new construction and life cycle maintenance.

Regarding my desire to serve to serve at this level, this strikes me as a very natural extension to the previous 35 years as both an enlisted member and officer with progressively more challenging assignments in positions of greater responsibility in the Coast Guard and as a member of the National Security Council staff. I expect this potential service at the Flag-level in the Coast Guard will be the intersection of leadership, management, professional relationships and understanding how our government works to not only lead the Service through our nation's routine business but also to be prepared for those crisis moments when the American public relies on the professionalism and competence of a well-run Coast Guard. Serving others has been a lifelong passion, and it is at the core of why I desire to and consider it a tremendous honor to remain in the Coast Guard to serve at this level.

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?

My responsibility would be to ensure that whichever organizational elements over which I have been entrusted to lead and manage are both well-led and

well-managed and have the proper accounting controls in place to guarantee the best stewardship of federal resources. As the Atlantic Area Chief of Staff, I had the leadership and management responsibilities over approximately two-thirds of Coast Guard operational forces and a staff of approximately 250 personnel. Additionally, as the Coast Guard's Chief of Law Enforcement, I served as the program manager for four of the 11 statutory missions to enable operational mission performance.

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

First, recapitalizing the Coast Guard's ships, boat, aircraft and associated infrastructure is a top challenge, to ensure mission performance. With limited resources, it is critical that we are able to work in concert with the administration and Congress to clearly define the requirements for the new generation platforms and to prioritize our recapitalization efforts.

Second, ensuring our cyber networks are properly resourced, configured and resilient. This challenge faces all departments and agencies, as the state actor and non-state actor threats to these systems are growing daily, in addition to natural phenomena such as hurricanes, earthquakes and space weather. Being capable of conducting Coast Guard operations fully is critical, and particularly so in times of national crisis.

Third, recruiting, training and retaining the very best workforce to ensure mission performance. This remains a persistent feature of remaining operational capable and proficient to deliver the operational effects the Coast Guard was organized and funded to do.

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.

No.

3. Indicate any investments, obligations, liabilities, or other relationships that could involve potential conflicts of interest in the position to which you have been nominated.

No.

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.

I have coordinated Federal public policy in my roles on the National Security Council staff. First, as Director for Central America and the Caribbean Policy and currently, as the Senior Director for Resilience Policy. Both times, my activities are, and have been, conducted under the auspices of the Executive Office of the President at the direction and oversight of the Assistant to the President for National Security Affairs.

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.

I was charged with driving under the influence of alcohol in Worchester County Maryland in 1984. I did not contest the charge and my license was suspended for several months. I have had no other encounters with law enforcement since.

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.

As described above in C.2., I was charged with driving under the influence of alcohol in Worchester County Maryland in 1984. It has been long enough ago, that I don't recall the legal outcome other than losing my Driver's License. In my SF-86 submissions and related interviews over the years, I have simply reported it as being charged with DUI. I tried searching Worchester County's case data base online, but I could not find my case.

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

Douglas M. Fears 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 24 day of October, 2017.



Notary Public

R. SUMITRIA WHITE
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires January 14, 2018



Captain Douglas M. Fears
Senior Director for Resilience Policy
National Security Council Staff

Captain Doug Fears serves as the Senior Director for Resilience Policy on the National Security Council staff, whose responsibility is to coordinate resilience, response and preparedness policies within the federal government.

He has over three decades of policy, budget, legislative, foreign affairs, interagency, and operations experience. He also served in eight ships around the world and served as Commanding Officer in three of those ships, most recently as the Plankowner Commanding Officer in USCGC HAMILTON (WMSL 753).



Most recently, he served as the Chief of Staff for the Coast Guard's Atlantic Area command, overseeing operations from the Great Lakes, Western Rivers, Gulf of Mexico south through Central and South America, eastward through Europe and Africa to the Arabian Gulf. Between seagoing assignments, he served as the Chief of Law Enforcement for the Coast Guard, the White House Director for Central America and the Caribbean on the National Security Council staff, the counter terrorism, law enforcement and command and control architecture Program Reviewer in the Coast Guard Headquarters Office of Budget and Programs, liaison to the U.S. House of Representatives, and as the Aide and Executive Assistant to the Admiral overseeing operations in the Pacific Northwest, based in Seattle, Washington.

Captain Fears is a native of Maryland's Eastern Shore and enlisted in the Coast Guard in 1982. He has been awarded over 40 personal, unit, campaign and service awards. He is an alumnus of the U.S. Coast Guard Academy, the U.S. Naval War College, and Harvard University, with a B.S. in Government, an M.A. in National Security and Strategic Studies, and a Master in Public Administration degree, respectively. He was the Coast Guard Fellow at the Center for Strategic and International Studies and was also a Fellow in the Massachusetts Institute of Technology Seminar XXI on Foreign Politics, International Relations, and the National Interest.

CAPTAIN Douglas M. Fears

Current Assignment

National Security Council staff, Resilience Policy Directorate, Senior Director

Assignment History

Apr 15 – May 17	USCG Atlantic Area, Chief of Staff
Aug 13 – Apr 15	USCGC HAMILTON, Commanding Officer
Apr 10 – Jul 13	Office of Law Enforcement (CG-MLE), Office Chief
Aug 09 – Apr 10	Center for Strategic & Int'l Studies, Military Fellow
Jun 07 – Jun 09	USCGC DILIGENCE, Commanding Officer
Nov 05 – Apr 07	National Security Council staff, Director for Central America and the Caribbean Basin
Jun 04 – Nov 05	Commandant (CG-821), Program Reviewer
Aug 03 – Jun 04	Harvard University, Duty Under Instruction
Jul 01 – Jul 03	USCGC THETIS, Executive Officer
Aug 00 – Jun 01	U.S. Naval War College, Duty Under Instruction
Jun 98 – Jun 00	U.S. House of Representatives, Assistant Liaison
Jun 96 – May 98	USCGC SITKINAK, Commanding Officer
Apr 94 – May 96	13 th Coast Guard District, Aide to the District Commander
Jul 93 – Apr 94	13 th Coast Guard District, Operations Center Controller
Aug 92 – Jun 93	USS LEAHY, Combat Information Center Officer
Jun 91 – Aug 92	USS VINCENNES, Aegis Fire Control Officer
Jun 89 – May 91	USCGC BASSWOOD, Operations Officer

Educational Summary

2012	MIT Seminar XXI; Foreign Politics, International Relations & Public Interest
2010	Center for Strategic and International Studies, Military Fellow
2004	Harvard University, Master in Public Administration
2001	U.S. Naval War College, Master of Arts in National Security and Strategic Studies
1989	U.S. Coast Guard Academy, Bachelor of Science in Government

Military Personal Awards and Significant National Recognition or Achievement

2017	Legion of Merit
2015	Meritorious Service Medal
2013	Legion of Merit
2009	Meritorious Service Medal
2007	Defense Superior Service Medal
2005	Meritorious Service Medal
2003	Coast Guard Commendation Medal
2000	Coast Guard Commendation Medal
1998	Coast Guard Commendation Medal

Updated: 8/17/17

- 1996 Coast Guard Commendation Medal
- 1994 Coast Guard Achievement Medal
- 1993 Navy-Marine Corps Achievement Medal
- 2005 Coast Guard Academy Alumni Achievement Award Recipient
- 1997 U.S. Navy League Captain David H. Jarvis Award for Inspirational Leadership Recipient