

Senate Commerce Committee Coast Guard Nominee Questionnaire
117th 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): Paul F. Thomas
2. Position to which nominated: Deputy Commandant for Mission Support
3. Date of Nomination: 9 April 2021
4. Address (List current place of residence and office addresses):

Residence (rent)



Office

U. S. Coast Guard Headquarters
2703 Martin Luther King Jr. Ave SE
Washington, DC 20593

5. Date and Place of Birth: 21 November 1963, Schenectady, 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).

Spouse

Mary A. Thomas

Certified Animal Safety Representative

American Humane Hollywood

Son

Erik J. Thomas, age 25

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

MS, Mechanical Engineering, Massachusetts Institute of Technology, 1992

MS, Naval Architecture, Massachusetts Institute of Technology, 1992

BS, Naval Architecture & Marine Engineering, U.S. Coast Guard Academy, 1985

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 assignment history is attached. I have not been employed outside the Coast Guard post-undergraduate.

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.

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 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.

1985 – Present:	Coast Guard Academy Alumni Association
1992 – Present;	MIT Alumni Association
2005 – Present;	Harvard Alumni Association

None of these organizations restrict membership based on 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. 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.

None

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 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.

A list of my military personal awards is attached. I have served as a National Security at Harvard University, JFK School of Government and a Chief of Naval Operations Fellow with the Strategic Studies Group in Newport, RI.

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.

Publications:

- "Assistant Commandant's Perspective," Proceedings of the Marine Safety and Security Council. Vol 74, No. 1, Jan – Apr 2017
[Proceedings - Archives - 2010s \(uscg.mil\)](#)
- "Assistant Commandant's Perspective," Proceedings of the Marine Safety and Security Council. Vol 73, No. 3&4, Fall-Winter 2016
[Proceedings - Archives - 2010s \(uscg.mil\)](#)
- "Assistant Commandant's Perspective," Proceedings of the Marine Safety and Security Council. Vol 73, No. 1, Spring 2016
[Proceedings - Archives - 2010s \(uscg.mil\)](#)
- "Assistant Commandant's Perspective," Proceedings of the Marine Safety and Security Council. Vol 72, No. 4, Winter 2015
[Proceedings - Archives - 2010s \(uscg.mil\)](#)

- “Assistant Commandant’s Perspective,” Proceedings of the Marine Safety and Security Council. Vol 72, No. 3 Fall 2015
Proceedings - Archives - 2010s (uscg.mil)
- “Assistant Commandant’s Perspective,” Proceedings of the Marine Safety and Security Council. Vol 71, No. 4 Winter 2014
Proceedings - Archives - 2010s (uscg.mil)
- “Champion’s Point of View, Combating Piracy,” Proceedings of the Marine Safety and Security Council. Vol 69, No. 1, Spring 2012
- “Champion’s Point of View, Enhancing Global Supply Chain Security,” Proceedings of the Marine Safety and Security Council. Vol 68, No. 4, Winter 2011 – 2012.
Proceedings - Archives - 2010s (uscg.mil)
- “A Coast Guard Perspective: Enhancing Safety on the U.S. Outer Continental Shelf in the Wake of Deepwater Horizon.” Marine Technology. January 2012
- “Exxon Valdez: Much progress since big spill,” Letter to the editor, Florida Times Union, Jacksonville, FL., 25 March, 2009.
- “Countering Weapons of Mass Destruction: The Case for Re-defining the Interagency Process,” with John Alexander, Colonel, USA; Howard Goldman, Commander, USN; Charles Wolf, Commander, USN. Harvard University Press, National Security Program, 2005.
- “When Responder Safety and Environmental Concerns Conflict: Lessons Learned from Texas City Acid Barge Incident” *Proceedings of Industrial Fireworld*, April, 2004.
- “On the Front Line; Maritime Security in the Houston-Galveston Area,” *Proceedings of the Marine Safety Council*. Vol 60, Number 2, April-June 2003. (with Captain Kevin S. Cook, USCG)
- “MSO Jacksonville’s Risk Toolkit,” *Proceedings of the Marine Safety Council*. Vol 56, Number 3, July – September 1999.
- “Using a Balanced Scorecard for Strategic Management,” *Proceedings of the International Quality and Productivity Conference*. New Orleans, Nov 1999.
- “Performance Criteria Vs. Design Standards for Commercial Tank Vessels,” *Joint MIT – Industry Program on Safe Tankers, Report No. 5. October 1991*. Presented at the Fifth International Symposium on Practical Design of Ships and Mobile Units, New Castle, England, May 1992.

- “Closed Form Solution for Wedge Cutting Force Through Thin Metal Sheets,” *Joint MIT – Industry Program on Safe Tankers, Report No. 6. May 1992.*
- “Application of Plate Cutting Mechanics to Ship Grounding,” *Report to the Ships Structure Committee, May 1992.*
- “Grounding Damage To Double Hull Tank Vessels,” *Proceeding of the Second International Offshore and Polar Engineering Conference.* San Francisco, 1992

Blog Posts – Coast Guard Maritime Commons; The Coast Guard Blog for Maritime Professionals. Various posts 2014 – 2017. [Coast Guard Maritime Commons Blog – The Coast Guard Blog For Maritime Professionals](#) (search ‘paul thomas’)

Relevant Speeches:

- Opening Keynote; “Safe, Shared Waterways, From Conversation to Action,” 17th Biennial Nation Harbor Safety Committee Conference, June 2019, Houston, Tx.
- Keynote; “Wicked Triple Challenge,” National Academy of Sciences Marine Board Spring Meeting, May 2019, Paducah, Ky
- “Maritime Commerce Strategic Outlook Rollout” various location, Winer-Spring 2019.
- Keynote; “Building Resilient Systems Through Shared Governance,” Center for Advances in Port Management, Lamar University, 2nd annual symposium on “Resilient Ports and Waterways in 2030”
- Keynote; “Shared Governance,” Clean Waterways Conference, April 2018, St. Louis, MO
- Keynote; “Shared Governance,” Inland Waterways Conference, March 2018, New Orleans, LA.
- Keynote; “HARVEY as a Reaffirming Event,” Clean Gulf Conference, Dec 2017, Houston Tx
- Keynote: “Maritime Governance in the 21st Century.” Connecticut Maritime Association Shipping Conference, March 2014
- Presentation: “Maritime Cyber Security.” Maritime Security Conference – East. St. Petersburg, Fl. 15 April, 2013 (delivered by video teleconference)

- Keynote Address: Joint U.S. Agency – Industry Counter Piracy Summit, Washington, DC. 2011.
 - Presentation; “Enhancing Coast Guard/CBP Cooperation.” 7th Annual Maritime Homeland Security Summit, Ponta Vedra, Fl. 29 April, 2009.
18. List all 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.
- a. FACEBOOK – Active under the name Paul Thomas
 - b. Twitter – dormant under @sailnsadle. I’ve never posted to Twitter
 - c. LinkedIn – Active under the name Paul Thomas. I’ve never posted to LinkedIn other than employment/education history.
 - d. Instagram – dormant under sailnsadle. I’ve never posted to Instagram. My son is a photographer and I established this account to follow his work.
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.
- 9 Apr 2019: House Committee on Homeland Security; “Houston Strong, HARVEY Lessons Learned.” (Oral and written testimony)
- 3 May 2017: House Committee on Transportation and Infrastructure; Subcommittee on Coast Guard and Maritime Transportation; “Maritime Regulatory Programs.” (Oral and written testimony)
- 7 Sep 2016: House Committee on Transportation and Infrastructure; Subcommittee on Coast Guard and Maritime Transportation; “Federal Maritime Navigation Programs.” (Oral and written testimony)
- 14 Apr 2016: House Committee on Transportation and Infrastructure; Subcommittee on Coast Guard and Maritime Transportation; “Marine Transportation Safety and Stewardship Programs.” (Oral and written testimony)
- 8 Oct 2015; House Committee on Homeland Security, subcommittee on Border and Maritime Security. “Cybersecurity in U.S. Ports.” (Oral and written testimony.)
- 6 Jun 2014; Senate Committee on Homeland security and Governmental Affairs. “Evaluating Port Security; Progress Made and Challenges Ahead.” (Oral and written testimony.)

20. Given the current mission, major programs, and major operational objectives of the Coast Guard, 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 36 years of active duty service in the Coast Guard with very broad operational experience and extensive work in the interagency, with the domestic and international maritime industry, and in joint services assignments. I have held command afloat and ashore, and have prosecuted almost all Coast Guard missions, both prevention and response; including responses to hurricanes, earthquakes, major oil and hazardous material spills, and the Southwest Border crisis. I am currently serving one echelon below the position to which I have been nominated and have experience working within the Coast Guard mission support enterprise.

I continue to be excited to serve as a Flag officer in the world's greatest Coast Guard because I am committed to our missions. I know the Coast Guard brings tremendous value to the American people with global reach and local impact and, if confirmed as Deputy Commandant for Mission Support, I will work to provide the men and women of the U.S. Coast Guard the leadership, support and tools they need to excel personally and professionally.

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

Every leader in the Coast Guard is duty bound to be great stewards of our national resources in carrying out our duties. It is part of our organizational DNA to always achieve as much as we can with the resources we are given, and I have extensive experience at the strategic and tactical levels doing just that. I believe that it is my responsibility as a Coast Guard Flag officer to ensure that we continue to allocate resources based on rigorous assessment of risks and benefits, that we have in place systems and processes to track, account for and allocate resources, and that we hold leaders at all levels accountable to use those systems and processes. In each of my Flag assignments I have had increasing responsibility to manage people and resources including command of the Coast Guard's largest, most complex District that spans 26 states with more than 150 Coast Guard units and nearly 5000 Coast Guard women and men.

22. What do you believe to be the top three challenges facing the Coast Guard, and why?

The three biggest challenges facing the Coast Guard in the next 3-5 years are; 1) attracting and retaining a mission ready total workforce (Active Duty, Reserve, civilian and Auxiliary) that reflects the society we serve; 2) modernizing our IT and data systems to harness the power of Big Data analytics and enable "Data for Decisions"; and 3) balancing the increasing demand for U.S. Coast Guard presence and services globally with increasingly constrained budgets and other resources.

The convergence of our need for an ever more specialized workforce across all of our rates and missions with the implementation of the Blended Retirement System (BRS) will make retaining both our officer and enlisted workforce a critical, strategic challenge for the Coast Guard in the next 3-5 years. The increasing complexity of the industries we regulate, the adversaries we counter and the assets we operate demand a highly trained, highly specialized and exceptionally proficient workforce. This is as true for the maintainers of our aircraft and cutters as it is for our cyber operators and prevention professionals. In today's Coast Guard, and increasingly so in the future, we must invest significantly in our people early in their careers to ensure that we remain ready, relevant and responsive. At the same time, BRS offers exit ramps for this highly skilled workforce starting very early in their careers and the mid-career continuation pay cannot compete with the earnings potential in the private sector. The CG's ability to realize meaningful return on investment for the highly specialized (and expensive) training that we must provide our workforce will be severely challenged if we don't make some important, structural changes. There is no doubt, part of the retention challenge can and will be overcome by the attraction of our missions and the quality of our leadership. But those advantages can be overshadowed by the hardships associated with a military lifestyle including frequent moves, family separation, employment challenges for spouses, health care short-comings and our inability to always provide cutting edge technology to this cutting-edge workforce. To meet this challenge, we must continue our focus on growing great leaders and creating exceptional service culture and command climate that is inclusive and equitable and allows every Coast Guard member to flourish in a service that is the employer of choice. But we must also invest in modernizing our entire system for talent management including how we recruit, train, support, retain and transition our workforce. This modernized, integrated talent management system will challenge some tenants of our current system, such as "up or out", but it is the only way to attract and retain the workforce of the future that will remain our greatest strength despite increasing employment of automated and unmanned systems.

Modernization of our HR and talent management systems can only occur on the foundation of modernized IT infrastructure and transformation of Coast Guard data systems and analytic capability. These are key enablers across all Coast Guard functions and missions. Our IT systems are operating systems, as critical to mission execution and support as our cutters, boats, aircraft and shore infrastructure. Our data is a strategic asset that should be leveraged to optimize mission effectiveness and ensure mission support is as efficient as possible. Unfortunately neither our IT infrastructure nor our data systems and analytical capability are where they need to be. It is a strategic imperative for the Coast Guard to fully leverage the fourth industrial revolution to enable mission success today and revolutionize how we conduct missions in the future. It will take some focused effort and investment over the next 5 years to achieve this goal.

Fortunately, that work has begun. The Coast Guard is in the midst of a "Technology Revolution" that will put secure, reliable, mobile and scalable technology at the point

of need from the front line to the back offices of the Coast Guard. Our IT infrastructure must be designed, acquired, operated and maintained like all of our major systems, including funding for lifecycle costs and planning for recapitalization. Likewise our data systems must be upgraded to liberate data and generate information. Our current systems are a burden to front line operators and mission supporters who collect and enter massive amounts of data, often in multiple systems, only to have it remain very difficult to access and thus rarely useful to inform real time decisions. We must invest in a cloud-based Big Data Platform that will provide a secure, authoritative, real-time source for all of our data and enable analytics, artificial intelligence and machine learning so that our people can move from data entry to data informed decision making.

All of this occurs in the context of an intensifying great power competition that has increased demand for Coast Guard presence and services globally. As the world's premier maritime governance force the Coast Guard is a unique instrument of national power that provides our nation options short of armed conflict in response to increasing aggression from near-peer competitors in the Arctic, the Indopacom region and in our own hemisphere. Most of the nations that are part of this global struggle for influence and most of our closest allies have or need navies that are much more like the U.S. Coast Guard than they are like the U.S. Navy. They need a maritime governance force and they turn to the Coast Guard for training, joint operations and material support. In addition, the Coast Guard is called upon to support U.S. direct interests in far flung Polar Regions, Pacific ridge and African and South American coasts. We are truly a global Coast Guard with critical missions at home and abroad, and we are stretched thin.

Part of the answer to this challenge lies in answering the first two challenges; attracting and retaining a mission ready total workforce and modernizing our IT and data systems. Providing the right people the right tools to conduct Coast Guard missions globally will enable us to do so more efficiently and effectively. Modernized IT and data system can enable the Coast Guard to project presence and target it to greatest affect in real time in a manner that we could not do just years ago and must continue to mature in the years to come. But these efficiencies alone can not overcome years of flatlined operating budgets and declining material and personnel readiness. Coast Guard leadership must continue to make the case that what we bring to the nation is on par with our sister services and that any discussion of military readiness must necessarily include the Coast Guard. To build and maintain the Coast Guard our nation needs and demands with increasing frequency, we have to be able to invest in our people, our platforms and our systems with the same sense of 'fight tonight' urgency the DOD services are afforded.

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

None. If there is a potential conflict of interest, 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. If such potential conflicts 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. If such potential conflicts 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, an Inspector General, 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.

No, I have never been disciplined or cited for a breach.

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 or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal 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 race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected Equal Employment Opportunity/Equal Opportunity (EEO/EO) activity, whistleblower activity, or any other basis? If so, please explain.

In 2020, while I was assigned as the Deputy for Personnel Readiness (DPR) at Coast Guard Headquarters, a military member filed an EEO formal complaint on the basis of sex (male) and reprisal (EEO activity), alleging that my decision to deny his final appeal of his disenrollment from the Coast Guard Academy (CGA) was discriminatory. Coast Guard policy requires the DPR to act on appeals for cadets disenrolled from CGA. While the formal complaint was being investigated, the member and the Coast Guard agreed to Alternative Dispute Resolution, after which

the disenrollment stood. The member withdrew his complaint. I have never met the member who filed the complaint. In September 2020, I was interviewed by DHS Office of the Inspector General and was asked questions about my denial of the member's disenrollment appeal.

In 2009, a lieutenant assigned to Sector Jacksonville, which I commanded, alleged she was subjected to a hostile work environment by her immediate supervisor, a lieutenant commander. The officer subsequently submitted a request for redress under Article 138, UCMJ, complaining that a command-directed mental health evaluation was reprisal for her earlier complaint. The Seventh District Civil Rights Office conducted a climate assessment that concluded there was no evidence of illegal discrimination. The officer, who declined to enter into the equal opportunity process, stated that she did not believe that the harassment she identified was the result of discrimination based on race or gender. The Seventh District initiated an investigation into the officer's initial complaint and the Article 138 request for redress. The Seventh District Commander concluded that no instances of harassment or reprisal occurred in Sector Jacksonville, and, while the process followed to direct a psychological evaluation was not correct, it was not intended to harass or to be reprisal. When the Coast Guard recently initiated action to promote me to rear admiral, a 2009 complaint to the DHS Inspector General by the officer was identified about which I had been unaware when I was nominated for promotion to rear admiral (lower half). I am advised that the Inspector General closed the case after the Coast Guard Investigative Service examined the command actions taken.

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.

Nothing to report.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

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

5. Do you agree, if confirmed, to keep this Committee, its subcommittees, other appropriate Committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?

Yes

6. Do you agree, if confirmed, and on request, to provide this Committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?

Yes, in accordance with law and DHS policy and guidance.

7. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress? Yes

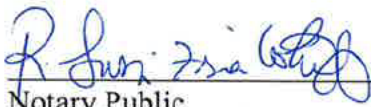
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Paul F Thomas 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 28 day of April, 2021.


Notary Public
District of Columbia: SS

Sworn to and subscribed before me on
the 28 day of April, 2021


Notary Public's Signature
My Commission Expires 01/31/2023





Rear Admiral Paul Thomas

Deputy for Personnel Readiness
U.S. Coast Guard



Rear Admiral Paul F. Thomas assumed duties as the Deputy Commandant for Mission Support organization's Deputy for Personnel Readiness (DCMS-DPR) at Coast Guard Headquarters, Washington, DC, in August 2019. In this capacity, he is responsible for integrating human resource, force readiness, and Coast Guard Academy activities through oversight of emerging policy and technology, planning and budget, and program coordination. He and his team are committed to delivering world-class services in support of the mission-ready, total Coast Guard workforce aligned with the Service's strategic priorities and national needs.

Rear Admiral Thomas' previous Flag assignments were Commander, Eighth Coast Guard District, New Orleans, LA, and Assistant Commandant for Prevention Policy, Coast Guard

Headquarters.

Field assignments include serving as Operations Officer, USCGC BLACKHAWK, San Francisco, CA; Commanding Officer, USCGC CAPE ROMAIN, San Francisco, CA; Marine Inspector, Marine Safety Office, San Francisco Bay, CA; Supervisor, Marine Safety Detachment, Port Canaveral, FL; and Chief of Inspections, Marine Safety Office, Jacksonville, FL. He also served as Commanding Officer, Marine Safety Unit, Galveston, TX, and as Commander, Coast Guard Sector Jacksonville, FL.

Staff tours include service as Staff Engineer, Marine Safety Center, Washington, DC; Military Assistant to the Director of Net Assessment, Office of the Secretary of Defense, Washington, DC; Executive Assistant, Assistant Commandant for Marine Safety, Security and Stewardship, Washington, DC; Director of Inspections and Compliance, Assistant Commandant for Prevention Policy, Washington, DC; and Chief of Staff, Fifth Coast Guard District, Portsmouth, VA.

In 1985, Rear Admiral Thomas graduated from the U.S. Coast Guard Academy with a B.S. degree in Naval Architecture and Marine Engineering. In 1992, he graduated from the Massachusetts Institute of Technology with M.A. degrees in Naval Architecture and Marine Engineering, and Mechanical Engineering. In 2005, he completed a National Security Fellowship at Harvard University's John F. Kennedy School of Government and, in 2010, he served as a Senior Fellow to the Chief of Naval Operations Strategic Studies Group (SSG XXIX). He is also an alumnus of Harvard's National Preparedness Leadership Initiative.

Rear Admiral Thomas' military awards include the Coast Guard Distinguished Service Medal, the Legion of Merit Medal, the Meritorious Service Medal, the Coast Guard Commendation Medal, the Department of Transportation 9-11 Medal, the Joint Service Commendation Medal, and the Coast Guard Achievement Medal.

Rear Admiral Thomas and his wife Mary Thomas, D.V.M., have one son Erik.

RDML Paul F Thomas

Current Assignment

August 19 – Present Deputy Commandant for Mission Support organization's Deputy for Personnel Readiness, USCG Headquarters

Assignment History

Aug 17 – Aug 19	Commander, Eighth Coast Guard District, New Orleans, LA
May 14 – Aug 17	Assistant Commandant for Prevention Policy, USCG Headquarters
Jul 13 – May 14	Chief of Staff, Fifth Coast Guard District
Jun 12 – Jun 13	Director, Inspections & Compliance (CAPT)
Jun 11 – Jun 12	Deputy Director, Prevention Policy (Acting Director 8 Months) (CAPT)
Jul 10 – Jun 11	Executive Assistant to CG 5 (CAPT)
Aug09 – Jul 10	CNO Strategic Studies Group, CNO Fellow (CAPT)
Jul 06 – Aug 09	Sector Jacksonville, Sector Commander (CAPT)
Jun 05 – Jul 06	OSD, Military Assistant to the Director, Net Assessment (CDR)
Jun 04 – Jun 05	Harvard University, National Security Fellow (CDR)
Jun 01 – Jun 04	Marine Safety Unit Galveston, TX., Commanding Officer (CDR)
Jun 96 – Jun 01	Marine Safety Office Jacksonville, FL., Department Head (LCDR)
Jun 95 – Jun 96	Marine Safety Detachment Port Canaveral, FL., Supervisor (LT)
Jun 92 – Jun 95	Marine Safety Center, Staff Engineer and Salvage Team Member (LT)
Jun 90 – Jun 92	Massachusetts Institute of Technology (MIT), Duty Under Instruction (LT)
Oct 89 – Jun 92	Marine Safety Office San Francisco, CA., Marine Inspector (LTJG)
Jun 87 – Oct 89	USCGC CAPE ROMAIN, Commanding Officer (LTJG)
Jun 85 – Jun 87	USCG BLACKHAW, Operations Officer. (ENS)

Educational Summary

2015	Harvard National Preparedness Leadership Initiative (on going)
2015	DHS CAPSTONE
2014	DoD CPASTONE
2010	Treasury Executive Institute's Executive Forum
2004	Harvard University, National Security Fellow
1992	Massachusetts Institute of Technology, MS Mechanical Engineering,
1992	Massachusetts Institute of Technology MS Naval Architecture
1985	USCGA. BS Naval Architecture & Marine Engineering

Military Personal Awards and Significant National Recognition or Achievement

Legion of Merit,
Meritorious Service Medal w/O (6),
Joint Services Commendation Medal
Coast Guard Commendation Medal
Coast Guard Achievement Medal (2)
Transportation 9/11 Medal,
Armed Forces Service Medal
Humanitarian Services Medal
2009 – Propeller Club Maritime Person of the Year (Port of Jacksonville)
1999 – Arthur S. Flemming Award for Excellence in Government Service