

## **Senate Commerce Committee Coast Guard Nominee Questionnaire, 116<sup>th</sup> 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):

Douglas Margrave Fears (Doug)

2. Position to which nominated:

Rear Admiral Upper Half

3. Date of Nomination:

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

Home: [REDACTED]

Office: CGHQ 2703 Martin Luther King Jr. Avenue S. E. Washington, DC

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]  
[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, 13<sup>th</sup> Coast Guard District  
Aide and Executive Assistant, 13<sup>th</sup> 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  
Homeland Security and Counterterrorism Advisor, National Security Council staff  
Assistant Commandant for Response Policy, CGHQ (CG-5R)

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.

U.S. Coast Guard Academy Board of Trustees (Fall 2019 to 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 ten years.

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

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.

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 2019; Army and Navy Club, Washington, DC

None of these organizations restricts membership on the bases noted above.

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 \$500 or more for the past ten years.

\$1,250 to Romney for President in 2012

16. 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  
 2018 – Appointed as Special Assistant to the President for National Security Affairs (2/2018)  
 2018 – Appointed as Deputy Assistant to the President and Homeland Security and Counterterrorism Advisor (6/2018)  
 2019 – Capstone Fellow, National Defense University

Military awards: Defense Superior Service Medal (x2), 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, pistol sharpshooter award, Presidential Service Badge and Joint Chiefs of Staff Identification Badge.

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.

Published:

Respecting the Elements, U.S. Coast Guard Academy Alumni Bulletin June 1989  
 Crisis in the Cutter Fleet, Naval Institute Proceedings August 2011  
<https://www.usni.org/magazines/proceedings/2011/august/crisis-cutter-fleet>  
 International Waters, Illicit Traffic, Naval Institute Proceedings August 2012  
<https://www.usni.org/magazines/proceedings/2012/august/international-waters-illicit-traffic>

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.

LinkedIn: Doug Fears

Facebook: Doug Fears (Cuttermen)

Twitter: @cutterman89 (dormant)

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?

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 served as the Plankowner Commanding Officer in a new National Security Cutter, that contributed to my understanding of major acquisition and associated challenges that will inform future Coast Guard investment decisions for both new construction and life cycle maintenance.

Regarding my desire to serve at this level, this strikes me as a very natural extension to the previous 37 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 next Flag-level in the Coast Guard will continue to 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.

21. 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.

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

First, recapitalizing the Coast Guard's ships, boats, 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, continuing to develop our cyber architecture and tools, consistent with the scope of Coast Guard authorities and resources. 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 operationally 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 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 a conflict of interest arose, I would seek ethics advice from a Coast Guard ethics counsellor 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 a conflict of interest arose, I would seek ethics advice from a Coast Guard ethics counsellor 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 a conflict of interest arose, I would seek ethics advice from a Coast Guard ethics counsellor 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.

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, then as the Senior Director for Resilience Policy and most recently as the Homeland Security and Counterterrorism Advisor. All three times, my activities were conducted under the auspices of the Executive Office of the President, with the direction and oversight of the Assistant to the President for National Security Affairs.

### 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.

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 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.

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, 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.

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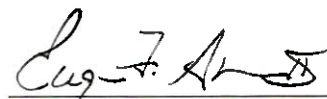
(Nominee is to include this signed affidavit along with answers to the above questions.)

**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<sup>TH</sup> day of JANUARY, 20 20.

  
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Notary Public

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

