

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 MacLean Schofield
2. Position to which nominated: Rear Admiral (lower half)
3. Date of Nomination: 30 January 2019
4. Address (List current place of residence and office addresses):

[REDACTED]

B. Work: Washington DC 20593

5. Date and Place of Birth: 05 OCT 1969; Boston, MA
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).

A. Christine Melina Schofield (spouse); Special Education Assistant, Nottingham Elementary School, Arlington, VA

[REDACTED]

7. List all college and graduate degrees. Provide year and school attended.
2010 MIT, MS Engineering and Management
1995 MIT, MS Naval Architecture/Marine Engineering & Mechanical Engineering
1991 USCG Academy, BS in Naval Architecture/Marine Engineering

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

All employment in United States Coast Guard (related to nominated position):

Jun 17 – Present	CG-932, Assistant PEO, Surface Acquisitions
Jun 14 – Jun 17	Surface Forces Logistics Center, Commander
Jun 12 – May 14	CG-9322, Offshore Patrol Cutter Project Manager
Jul 10 – Jun 12	USCGC THETIS, Commanding Officer
May 09 – Jul 10	MIT, Duty Under Instruction (SDM)
Aug 06 – May 09	PRO Gulf Coast, Executive Officer/OPC PMR
Jun 04 – Aug 06	USCGC ESCANABA, Executive Officer
Jun 02 – Jun 04	NESU Boston, Executive Officer
Jun 98 – Jun 02	NESU Boston, Port Engineer
Jun 95 – Jun 98	USCGC LEGARE, Engineer Officer
Jun 93 – Jun 95	MIT, Duty Under Instruction (Naval Engineering)
Aug 91 – Jun 93	USCGC RELIANCE, Student Engineer
May 91 – Aug 91	USCG Academy, Offshore Racing Program

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.

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 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.*

- A. Member: American Society of Naval Engineers; Jan 97 to present
- B. Member: Society of Naval Architects and Marine Engineers; Jun 91-Dec 16

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

None

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

Coast Guard:

Legion of Merit;

Meritorious Service Medal (x3);

Commendation Medal (x3)

2001, American Society of Naval Engineers Admiral Perry Award

1991, Jewish War Veteran's Award for Senior Design Project

1991, Daughters of American Revolution Proficiency in Seamanship Award

1991, Military Order of Foreign Wars for Proficiency in Handling of Sailing Vessels

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.

A. Published, "A Framework and Methodology for Enhancing Operational Requirements Development: United States Coast Guard Cutter Project Case Study", MIT Thesis, May 2010

B. Published, "Diesel Engine Instantaneous Oil Consumption Measurements Using the Sulfur Dioxide Tracer Technique", MIT Thesis, May 1995

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?

With an average age of the Coast Guard's surface fleet of cutters (ships with length 65 feet or greater) exceeding 45 years and the Coast Guard's rotary wing aircraft averaging over 30 years in age, Coast Guard leadership prioritized the recapitalization of these assets to improve our mission efficiency and effectiveness. While these cutters and helicopters have well served the men and women the Coast Guard completing our 11 statutory missions for several decades, these cutters and aircraft require increasing maintenance resources and often require unplanned servicing.

For over 25 years, I sailed on, maintained, and managed the construction of Coast Guard cutters and boats. As Commanding Officer of a Medium Endurance Cutter, I sailed the waters off the Coasts of United States and Caribbean conducting search and rescue operations, completing counter narcotics patrols, rescuing migrants in unsafe and often overloaded vessels, leading natural resources and environmental oversight offshore, and providing critical security missions on our

waterways. I also commanded the largest logistics and maintenance command in the Coast Guard as Commander, Surface Forces Logistics Center responsible for keeping the Coast Guard's boat and cutter fleet operational. I was also involved in the oversight and engineering of Coast Guard shipbuilding field offices, led the program management office in building the Offshore Patrol Cutter acquisition and most recently, supervised the oversight of all Coast Guard surface acquisition offices providing continuity and expertise for these critical programs.

With these experiences leading our operational, acquisition, and maintenance activities, I am uniquely qualified to lead our Coast Guard as a Rear Admiral. I am humbled and excited by this opportunity to execute the Coast Guard's strategic plan while exercising due diligence in optimizing resources in all Coast Guard strategic planning efforts.

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?

As a senior member of the Coast Guard and as an experienced public servant, I serve to safeguard American freedoms, provide leadership in the planning and execution of the Coast Guard's 11 statutory missions, and optimize the government's use of taxpayer resources. As a Coast Guard leader, I have the duty to lead the Coast Guard's workforce in abiding by the Commandant's Guiding Principles (Ready, Relevant, and Responsive). By reinforcing these principles into my strategic planning, I ensure that our management and accounting processes meet the public's expectations. This includes being transparent in our resource planning and mission execution while providing cost accounting diligence in our resource spending. I will also ensure that leadership and organizational constructs are established to handle the ever-changing threats to the safety of the maritime domain. Internal to the Coast Guard, I intend to improve our internal audit processes to provide clarity and prioritization of our Service's resources.

During the past 10 years, I led large and diverse groups of personnel to successfully prepare for and accomplish mission requirements. As a Commanding Officer of a 270-foot Medium Endurance cutter, I managed 100 men and women in sailing along the Atlantic Coast and deep into the Caribbean to enforce U.S. and international laws to ensure the safety and fair equities for all on the high seas. I also supervised the largest O-6 command in the Coast Guard as Commander, Surface Forces Logistics Center where I maintained the Coast Guard's fleet of over 2,000 boats

and cutters. I managed a direct workforce of 1,800 personnel and provided tactical prioritization of another 800 personnel around the world maintaining mission ready cutters and boats for the operational Coast Guard. Most recently, I supervised all Coast Guard cutter and boat acquisition teams responsible to complete major refurbishment of existing cutters and to acquire new surface assets with a total combined portfolio valued at over one billion dollars annually. Leading these large and critical operational and support organizations will provide me the experience to diversify and expand my leadership role as a flag officer in the United States Coast Guard.

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

The top challenges that both the Department of Homeland Security and the Coast Guard face in the coming decade include improving personnel retention, increasing operational resiliency, and managing Cybersecurity threats. These three areas of emphasis are driven by a changing world economy, an increased importance to real-time information sharing, and the expanding ability of small organizations to influence the broader world economic landscape.

Personnel retention and workforce experience for both government organizations and military services will be challenging both to our human resource processes and to our strategic planning for many years to come. Most employees in both the private and government sector typically only stay in a specific job for less than five years. With this changing human resource environment, the Coast Guard will need to change its job hiring and pay/benefits structure to better meet operational and resiliency goals. Most recently, the Coast Guard instituted retirement options for its new workforce to ensure benefit allocation to those potentially wishing to serve less than 20 years. This coupled with the need to continue to modify compensation policies and to expand the capturing of workplace related lessons learned will help offset the effects of this rapidly changing workforce.

In a dynamic national and international security and economic threat environment, resilient organizations will excel in completing goals and objectives. For the Coast Guard, this is particularly important within our diverse portfolio of inter-related missions. The Coast Guard will need to quickly forecast or at least identify changes in the maritime environment and then modify operational plans and strategies. This is especially true

in managing information technology (IT) infrastructure that often needs rapid upgrades to meet changing requirements.

DHS and the Coast Guard also are increasing their management and prioritization in regards to Cybersecurity in not only computer based IT, but also in the Platform IT embedded in our aircraft, cutters, boats, and shore facilities. This increased importance of Cybersecurity management will drive a broader risk-based emphasis in the strategic planning of future operations and the design of architectural requirements for platforms. This will not only shape the development of these systems, but also will drive the operational workforce's training and experience requirements. Cybersecurity awareness and risk prioritization combined with effective Cybersecurity engineering and design will reduce the operational risk and resiliency of Coast Guard's assets.

With my graduate level change management education, my operational tours afloat, and with my experience as a Cybersecurity Task Force lead in drafting a blueprint for future Cybersecurity oversight, I am qualified and ready to lead as a flag officer in the transformation of personnel, operations, and Cybersecurity initiatives across the Coast Guard.

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.

None

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

None

5. Describe any activity during the past ten years in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

None

6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.

I will obtain advice from a Coast Guard ethics official and follow that advice.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, please explain.

No

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No

3. Have you or any business of which you are or were an officer ever been involved as a party in an administrative agency proceeding or civil litigation? If so, please explain.

No

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No

6. If you ever served as a general court-martial convening authority involving an offense involving sexual misconduct or assault, have you ever disapproved the findings of a court-martial related to the offense(s) or reduced the sentence adjudged by a court-martial, other than in connection with a pre-trial agreement?

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.)

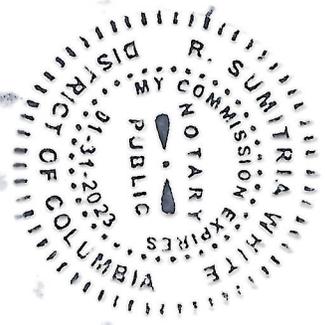
F. Affidavit

Douglas M. Schofield 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.

Douglas M. Schofield
Signature of Nominee

Subscribed and sworn before me this 5 day of February, 2019.

R. Sumitra White
Notary Public



District of Columbia: **SS**

Sworn to and subscribed before me on the 5 day of February, 2019

R. Sumitra White
Notary Public's Signature
My Commission Expires 01/31/2023



CAPTAIN DOUGLAS M. SCHOFIELD, USCG
Assistant Program Executive Officer,
Surface Acquisitions (CG-932)

Captain Schofield currently serves as the Coast Guard's Assistant Program Executive Officer (APEO) for Surface Acquisitions. He leads the portfolio of surface acquisition programs that recapitalizes the Service's major cutters, patrol boats and small boats, as well as improves the operational availability of legacy platforms. The \$1.2B Surface Program is delivering new and improved platforms to the men and women of the surface forces, while providing state of the market mission equipment to improve their capabilities.

Captain Schofield, a native of Lancaster, PA, graduated from the U.S. Coast Guard Academy in 1991, where he earned a Bachelor of Science degree with high honors in Naval Architecture and Marine Engineering. He also holds Master of Science degrees in Naval Architecture and Marine Engineering, Mechanical Engineering, and Engineering and Management from the Massachusetts Institute of Technology. Captain Schofield received a DHS Program Manager Level III Certification in November 2009.

Captain Schofield, a permanent Cutterman, served four sea tours include: Student Engineer aboard USCGC RELIANCE (WMEC 615); Engineer Officer aboard USCGC LEGARE (WMEC 912); Executive Officer aboard USCGC ESCANABA (WMEC 907); and Commanding Officer aboard USCGC THETIS (WMEC 910).

Captain Schofield's tours ashore include: Port Engineer and Executive Officer at Naval Engineering Support Unit Boston, MA; Offshore Patrol Cutter Program Manager's Representative and Executive Officer at Project Resident Office Pascagoula, MS; Offshore Patrol Cutter Program Manager in Washington, DC; and Commander, Surfaces Forces Logistics Center in Baltimore, MD.

Captain Schofield's military awards include the Legion of Merit, three Meritorious Service Medals, three Coast Guard Commendation Medals, and several unit awards.

CAPT Douglas M. Schofield

Current Assignment

Jun 18 – present Assistant Program Executive Officer, Surface Acquisitions

Assignment History

May 14 – Jun 17 Commander, Surface Forces Logistics Center, CAPT
Jun 12 – May 14 CG-9322, Offshore Patrol Cutter Project Manager, CAPT
Jul 10 – Jun 12 USCGC THETIS, Commanding Officer, CDR
May 09 – Jul 10 MIT, Duty Under Instruction (SDM), CDR
Aug 06 – May 09 PRO Gulf Coast, Executive Officer/OPC PMR, CDR
Jun 04 – Aug 06 USCGC ESCANABA, Executive Officer, LCDR
Jun 02 – Jun 04 NESU Boston, Executive Officer, LCDR
Jun 98 – Jun 02 NESU Boston, Port Engineer, LT
Jun 95 – Jun 98 USCGC LEGARE, Engineer Officer, LT
Jun 93 – Jun 95 MIT, Duty Under Instruction (Naval), LTJG
Aug 91 – Jun 93 USCGC RELIANCE, Student Engineer, ENS
May 91 – Aug 91 USCGA, Offshore Racing Program Summer Ensign, ENS

Educational Summary

2010 MIT, MS Engineering and Management, 4.8 (5 pt scale) Cumulative GPA
2008 Naval Postgraduate School, Program Management Level III Education Certificate
1995 MIT, MS Naval Architecture/Marine Engineering & Mechanical Engineering, 4.5
(5 pt scale) Cumulative GPA
1991 USCGA, BS in Naval Architecture/Marine Engineering, 3.53 Cumulative GPA

Military Personal Awards and Significant National Recognition or Achievement

LOM, MSM (3), COM (3)
2001, ASNE Admiral Perry Award
1991, Jewish War Veteran's Award for Senior Design Project
1991, Daughters of American Revolution Proficiency in Seamanship Award
1991, Military Order of Foreign Wars for Proficiency in Handling of Sailing Vessels

Significant Current Professional Credentials or Recent Activities

Level III Acquisition Certification: Program Manager, Nov 2009
Level II Acquisition Certification: Life Cycle Logistics Manager, Apr 2016
Published, "A Framework and Methodology for Enhancing Operational Requirements
Development: United States Coast Guard Cutter Project Case Study", MIT
Thesis, May 2010
Published, "Diesel Engine Instantaneous Oil Consumption Measurements Using the
Sulfur Dioxide Tracer Technique", MIT Thesis, May 1995
Member, American Society of Naval Engineers (ASNE)