
PAUL F. THOMAS, VADM (RET)

TS/SCI CLEARED

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Candidate for Expert Witness

- ❑ **Results-driven and innovative executive** with extensive experience in maritime safety, marine inspections, marine casualty investigations, and marine environmental response as well as leadership roles in domestic and international maritime standards and regulation. Expertise in testifying before Congress.
- ❑ **Acumen for** regulatory compliance, risk management, incident response, and emerging technologies. Possesses deep insight into regulatory frameworks, understanding how regulators operate and respond, and offering strategic advice on effective regulatory engagement.
- ❑ **Extensive experience** working across the interagency, bridging industry concerns with regulatory requirements, and navigating diverse mission sets and authorities. Highly skilled in implementing continuous monitoring programs, leveraging threat intelligence and advanced analytics to detect and mitigate security vulnerabilities.
- ❑ **Proven success** in fostering a culture of security awareness and resilience across diverse teams, driving innovation, and achieving measurable results. Recognized for building and leading high-performance teams, managing large-scale projects, and effectively communicating with stakeholders at all levels. Exceptional ability to oversee multiple tasks, excel in fast-paced environments, work under pressure, and meet tight deadlines.

CORE SKILLS AND COMPETENCIES

Cybersecurity Strategy & Leadership | Incident Response & Disaster Recovery | Maritime Safety | Marine Inspections | Marine Casualty Investigations | Marine Environmental Response | Leadership in Domestic and International Maritime Standards and Regulation | Testifying Before Congress | Security Operations & Threat Intelligence | Project & Crisis Management | Team Building & Leadership | Risk Mitigation & Regulatory Compliance | Complex Problem-Solving | Emergency Management | Business Process Enhancement | Interagency & Industry Coordination | Safety Management Systems | Diversity, Equity & Inclusion | Enterprise Resource Planning (ERP) | Strategic Human Resource Planning

SELECTED CAREER ACCOMPLISHMENTS

- Demonstrated leadership in Coast Guard and interagency responses to nationally and internationally significant events, including high-profile incidents such as Hurricanes Katrina and Harvey, the Deepwater Horizon oil spill, and other major storms, earthquakes, fires, floods, attacks, and environmental disasters.
- Established the US position on the agenda items for the International Maritime Organization (IMO) Maritime Safety Committee, led the US delegation to 6 semi-annual full committee meetings, and oversaw the intersessional work of 15 sub-committees.
- Achieved US position on five major international conventions including 1st ever standards for cyber safety aboard all vessels engage in international trade, environmental standards for vessel discharges including ballast water and air emissions, and fire and stability safety upgrade for large cruise ship in the wake of the Costa Concordia capsized.
- Enhanced the C&P workforce and boosted service readiness by reallocating savings from C&P process efficiencies into chronically underfunded parts inventories as part of a broader change management initiative to increase efficiency and effectiveness and improve employee satisfaction and retention (consistently rank in the top 25% each month, reduced contracting action by 17%, and increased average value per action by 12% through strategic sourcing and category management within just 12 months).
- Led the execution of a major regulatory initiative by overseeing the inspection and certification process for a large fleet of industry vessels, ensuring full compliance with federal regulations and significantly enhancing safety standards across the sector (Achieved full fleet wide compliance in just 5 years).
- Spearheaded major regulatory development and implementation initiatives, requiring close collaboration with regulated industries, interagency partners, and Congress. Successfully led efforts across diverse areas, including Subchapter M, Ballast Water management, environmental waste streams, and cyber regulations, ensuring compliance and advancing industry standards while addressing complex challenges.

EXECUTIVE EXPERIENCE

U.S. COAST GUARD—WASHINGTON, DC

2014 TO 2024

2021 to 2024: Deputy Commandant for Mission Support

Directed comprehensive support for the Coast Guard's diverse mission set, ensuring excellence in human capital, lifecycle engineering and logistics, acquisitions, information technology, and security. Reported directly to the Vice Commandant, overseeing all aspects of human capital management, lifecycle engineering and logistics, acquisitions, IT, and physical & personnel security. Led and managed Senior Executives, including Admirals and Senior Executive Service (SES) members, providing strategic direction and oversight in high-level operations and decision-making processes.

- Monitored an operational budget of \$10B per year and an investment budget of \$3B per year, driving financial oversight and strategic allocation of resources.
- Headed a 17,000-member organization responsible for delivering the systems and personnel that empower the U.S. Coast Guard to efficiently and effectively execute vital missions; this effort included support to all 80,00 CG members and their families, as well as sustainment of all ships, boats, aircraft, vehicles, building, and shore facilities (the largest capital plant in the US government outside of DoD).
- Supervised the largest acquisition and shipbuilding program in the service's history, including three first-in-class ships and the nation's first polar-capable icebreaker in over 50 years.
- Transformed the Coast Guard's Contracting & Procurement (C&P) organization and processes to enhance responsiveness to service needs, incorporating industry and interagency best practices.
- Developed a deep understanding of the fiscal realities facing the Coast Guard, ensuring alignment between operational needs and budgetary constraints.
- Provided critical support to the Senior Leadership Team, primarily composed of operators, by offering a balanced perspective on operational support and financial stewardship.
- Demonstrated the ability to "speak truth to power," effectively communicating with senior leadership and Congress to advocate for necessary changes.
- Championed organizational change focusing on long-term survival and adaptation, challenging traditions that hindered progress—achieved a 50% increase in active-duty accessions and a 25% increase in retention in 2023 over previous 5-year average.
- Advocated for progressive HR policies by questioning outdated practices, discerning what aspects of the organization's core were essential, and identifying areas where change was necessary to advance the mission of the Coast Guard.

2019 to 2021: Deputy for Personnel Readiness (Chief Human Capital Officer)

Led the integration of Human Resources, Force Readiness, and Coast Guard Academy activities through oversight of emerging policy and technology, planning, budgeting, and program coordination. Rationalized Coast Guard training and learning programs by implementing Modern Ready Learning, utilizing state-of-the-industry practices and technologies to provide tailored, on-demand learning experiences in response to readiness challenges accelerated by COVID-19.

- Engineered a mission-ready workforce by investing in modern talent management and learning systems, enhancing HR analytics, fostering an inclusive culture, and expanding healthcare access for members and their families (reduced CG pharmacy cost 17% in one year by increasing reliance on organic capacity and reducing outsourcing).
- Governed the development of comprehensive COVID-19 mitigation and safety protocols, including isolation, quarantine, testing, contact tracing, vaccination, and surveillance, ensuring the Coast Guard was the only US Military Service to maintain full operational and training capacity during the global pandemic, and the only service to have zero Active Duty member fatalities from COVID-19.
- Formulated and executed a service-wide Diversity and Inclusion Action Plan, establishing an inclusive framework with thirty-six specific actions over two years to equip the Coast Guard workforce with the knowledge, skills, and tools necessary to enhance the inclusion culture.
- Achieved recognition as a Best Practice by Diversity Magazine for implementing innovative strategies and practices that significantly advanced diversity and inclusion within the organization.

2017 to 2019: Chief Operating Officer / Commander, 8th Coast Guard District

Headed all Coast Guard missions across a 26-state region, featuring the Gulf of Mexico coastline from the Florida panhandle to the U.S. Mexico border, offshore waters, and inland waterways, including the Mississippi, Ohio, Missouri, Illinois, and Tennessee River systems.

- Orchestrated the Coast Guard's response to Hurricane Harvey, successfully rescuing over 11,500 individuals from floodwaters in a high-risk urban environment with no response from other agencies.

2016 to 2017: U.S. Committee on Marine Transportation System, Coordinating Board, Chair

Synchronized activities for the US Committee on Marine Transportation System (CMTS) by collaborating with full-time professional staff and interagency coordinating board members.

- *Devised agendas and long-term strategic plans for CMTS, authorized work products, and represented CMTS on Capitol Hill and with various overseers, stakeholders, and advocates.*

2014 to 2017: Assistant Commandant for Prevention Policy

Oversaw the development of national and international conventions, regulations, policies, standards, and programs to enhance Marine Safety, Security, and Environmental Stewardship and ensure the effective operation of the Maritime Transportation System.

- Instituted Cyber Risk Management as a critical component within international safety management system codes and norms at the IMO and generated consensus for the current regulatory approach.
- Led the enforcement and development of international environmental regulations to minimize emissions from all vessel waste streams in international trade while expanding the Marine Transportation System (CMTS) capacity. Collaborated with industry, interagency bodies, and international partners in this effort, contributing to the CMTS, a presidentially directed interagency body that reports annually to the President and Congress.

EARLY CAREER

Commander, Sector Jacksonville – U.S. Coast Guard

Military Assistant to Director of Net Assessment – Office of Secretary of Defense

National Security Fellow, Harvard University, JFK School of Government / Commanding Officer, Marine Safety Unit Galveston /

Coast Guard Junior Officer – U.S. Coast Guard

EDUCATION AND QUALIFICATIONS

SENIOR FELLOW, CHIEF OF NAVAL OPERATIONS STRATEGIC STUDIES GROUP (2010) | NAVAL WAR COLLEGE

NATIONAL SECURITY FELLOWSHIP (2004) | HARVARD UNIVERSITY - KENNEDY SCHOOL OF GOV'T

M.SC., NAVAL ARCHITECTURE & MARINE ENGINEERING /MECHANICAL ENGINEERING | MASSACHUSETTS INSTITUTE OF TECHNOLOGY

BACHELOR OF SCIENCE, B. SC., NAVAL ARCHITECTURE & MARINE ENGINEERING | COAST GUARD ACADEMY

ADDITIONAL INFORMATION

[2019 HARBOR SAFETY CONFERENCE \(TRB.ORG\)](#) | [INTERVIEW: REAR ADMIRAL PAUL THOMAS, USCG \(MARINELINK.COM\)](#) | [2016-04-14-THOMAS.PDF \(HOUSE.GOV\)](#) | [RCP ACCEPTED BY USCG AS EXISTING SAFETY MANAGEMENT SYSTEM UNDER SUBCHAPTER M | THE AMERICAN WATERWAYS OPERATORS](#) | [INSIGHTS: REAR ADMIRAL PAUL F. THOMAS \(MARINELINK.COM\)](#) | [MICROSOFT WORD - 2006 HSC CONFERENCE REPORT 5-27.DOC \(TRB.ORG\)](#) | [PAUL F. THOMAS - WIKIPEDIA](#) | [TSAC TASK 13-10 FINAL REPORT AIR DRAFT.PDF \(USCG.MIL\)](#) | **FURTHER INFORMATION PROVIDED ON REQUEST**