

**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515**

July 6, 2020

Admiral Karl L. Schultz  
Commandant  
U.S. Coast Guard  
2703 Martin Luther King, Jr. Avenue, S.E.  
STOP #7000  
Washington, D.C. 20593

Dear Admiral Schultz:

The Subcommittee on Civil Rights and Civil Liberties of the Committee on Oversight and Reform and the Subcommittee on Transportation and Maritime Security of the Committee on Homeland Security request your testimony at a remote joint hearing on July 16, 2020, at 12:00 p.m. that will be conducted via the WebEx video platform. The hearing will examine the Coast Guard's handling of allegations of race-based harassment at the Coast Guard Academy, as well as actions the Coast Guard is taking to address systemic racism throughout the service. In addition, the hearing will examine the Coast Guard's response to the recommendations in the Committees' December 2019 joint majority staff report "Righting the Ship: The Coast Guard Must Improve Its Processes for Addressing Harassment, Bullying, and Retaliation." We ask that you confirm your attendance no later than July 8, 2020.

In preliminary discussions about your appearance, your staff has communicated that you are not willing to appear at a remote hearing pursuant to Department of Homeland Security direction. That is not a valid basis for refusing to appear at an official remote hearing in the House of Representatives. Under Article I, Section 5 of the United States Constitution, "Each House may determine the Rules of its Proceedings." In response to the ongoing pandemic, which has claimed more than 100,000 American lives, the House of Representatives passed H. Res. 965, authorizing official remote committee proceedings during the public health emergency.

Worse, your non-appearance would make clear an ongoing pattern of obstructing the Committee. In December, you failed to appear at the Subcommittees' joint hearing examining the Coast Guard's processes for addressing harassment, bullying, and retaliation, as well as the Academy's responses to disparities identified in the Equity Scorecard review. Your refusal to appear at the hearing to receive and respond to the Committees' findings was inexplicable and deeply troubling.

In the 2020 State of the Coast Guard address, you warned that:

In a constantly evolving environment, we cannot remain the world's best Coast Guard, we cannot be 'Always Ready' when America needs us, unless we think and act differently. Unless we continually hone our operational tradecraft. Unless we continue to develop a

positive culture that promotes respect, diversity and inclusion through strong leadership at all levels.<sup>1</sup>

And approximately one week ago, you issued the Coast Guard's "Diversity and Inclusion Action Plan for 2019-2023" in a notice sent to all members of the Coast Guard. The notice states:

The world's best Coast Guard must be the world's most inclusive and diverse Coast Guard; anything less means that we will fail to garner the talent, innovation, creativity, and performance necessary to meet the challenges of the increasingly complex maritime environment our Service operates within.<sup>2</sup>

The Action Plan, "which establishes Diversity and Inclusion (D&I) resources, goals, and measures designed to increase the inclusivity of our workplaces and the diversity of our ranks," states that its goal is "to build a fully inclusive Coast Guard where all people are respected—empowered—valued and have opportunity to achieve personal growth and professional success."<sup>3</sup>

Given your stated commitment to ensuring inclusion, equality, and justice in the Coast Guard and your recent actions to support achievement of this goal, we would expect that you would be willing to accept this current invitation and testify publicly on these critical issues. If you fail to appear, the Committees will consider additional steps to obtain your testimony.

Please be prepared to provide a five-minute opening statement and answer questions posed by Members. The enclosed Witness Instruction Sheet provides information for witnesses appearing before the Committee. Please note the procedures for submitting written testimony at least two business days prior to the hearing.

In addition, the enclosed WebEx user guides demonstrate how to: (1) join the hearing using various devices; (2) edit WebEx profiles, including by adding a profile picture and/or changing WebEx usernames; and (3) ensure the best user experience by employing general best practices (e.g., optimal lighting and sound conditions).

If you have any additional questions or would like to schedule a test session, please contact Oversight Committee staff at (202) 225-5051 or Homeland Security Committee staff at (202) 226-2616.

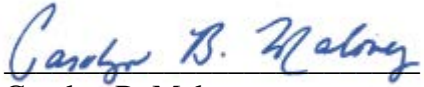
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<sup>1</sup> U.S. Coast Guard, Admiral Karl Schultz: "*Why I Serve*"—2020 *State of the United States Coast Guard* (Feb. 20, 2020) (online at [www.uscg.mil/Portals/0/seniorleadership/SOTCG/2020-State-of-the-United-States-Coast-Guard.pdf?ver=2020-02-20-144533-547](http://www.uscg.mil/Portals/0/seniorleadership/SOTCG/2020-State-of-the-United-States-Coast-Guard.pdf?ver=2020-02-20-144533-547)).

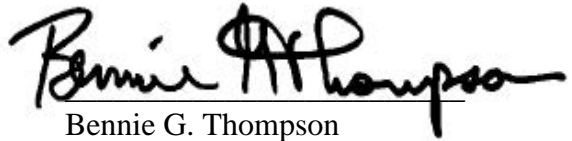
<sup>2</sup> U.S. Coast Guard, ALCOAST 252/20 - JUN 2020 RELEASE OF THE COAST GUARD DIVERSITY AND INCLUSION ACTION PLAN 2019-2023 (June 25, 2020) (online at <https://content.govdelivery.com/accounts/USDHSCG/bulletins/292a725>).

<sup>3</sup> *Id.*

Sincerely,



Carolyn B. Maloney  
Chairwoman  
Committee on Oversight and Reform



Bennie G. Thompson  
Chairman  
Committee on Homeland Security

Enclosure

cc: The Honorable James R. Comer, Ranking Member  
Committee on Oversight and Reform

The Honorable Mike Rogers, Ranking Member  
Committee on Homeland Security

**Committee on Oversight & Reform**  
**Witness Instruction Sheet**

1. Witnesses should provide their testimony, biography, and "Truth in Testimony" disclosure and certification form via email to [Oversight\\_Clerks@mail.house.gov](mailto:Oversight_Clerks@mail.house.gov) no later than 10:00 a.m. two business days prior to the hearing.
2. Witnesses should also provide a short biographical summary and include it with the electronic copy of testimony provided to the Clerk.
3. At the hearing, each witness will be asked to summarize his or her written testimony in five minutes or less in order to maximize the time available for discussion and questions. Written testimony will be entered into the hearing record and may extend to any reasonable length.
4. Written testimony will be made publicly available and will be posted on the Committee's website and the U.S. House of Representatives Document Repository. It is therefore recommended that personally identifiable information, such as addresses and phone numbers, not be included in the biographical information.
5. The Committee does not provide financial reimbursement for witness travel or accommodations. Witnesses with extenuating circumstances, however, may submit a written request for such reimbursements to Robin Butler, Financial Administrator, 2157 Rayburn House Office Building, at least one week prior to the hearing. Reimbursements will not be made without prior approval.
6. Witnesses with disabilities should contact Committee staff to arrange any necessary accommodations.
7. Please note that Committee Rule 16(b) requires counsel representing an individual or entity before the Committee or any of its subcommittees, whether in connection with a request, subpoena, or testimony, promptly submit a notice of appearance to the Committee. If this applies to you, please email the address above to acquire this form.

For inquiries regarding these rules and procedures, please contact the Committee on Oversight and Reform at (202) 225-5051.

# Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)\*, of the *Rules of the House of Representatives*, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: \_\_\_\_\_

Subcommittee: \_\_\_\_\_

Hearing Date: \_\_\_\_\_

Hearing : \_\_\_\_\_

Witness Name: \_\_\_\_\_

Position/Title: \_\_\_\_\_

Witness Type:   ☐ Governmental   ☐ Non-governmental

Are you representing yourself or an organization?   ☐ Self   ☐ Organization

If you are representing an organization, please list what entity or entities you are representing:

If you are a **non-governmental witness**, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. *If necessary, attach additional sheet(s) to provide more information.*

If you are a **non-governmental witness**, please list any contracts or payments originating with a foreign government and related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. *If necessary, attach additional sheet(s) to provide more information.*

### False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

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Witness signature

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Date

**If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.**

- ☐ Written statement of proposed testimony
- ☐ Curriculum vitae

\*Rule XI, clause 2(g)(5), of the U.S. House of Representatives provides:

(5)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.

# Committee on Oversight and Reform

## WebEx Best Practices

### *Use a Neutral Background*

**Choose a simple and neutral background to minimize distractions.**

- ◆ Avoid busy backgrounds, such as backgrounds with numerous artifacts and paintings, or backgrounds with bold prints and patterns.
- ◆ Remove clutter and personal items you do not intend to share in your background.

### *Use Proper Lighting*

**Place your light source in front rather than in back of you.**

- ◆ Front-facing natural light is best. If possible, position your computer or personal device in front of a window to ensure the light is hitting your face straight-on.
- ◆ If your room lacks ample sunlight, place a lamp or other lighting (e.g., soft florescent lighting) in front of you, but behind or next to your computer or personal device. Try to avoid mixing light sources (e.g., lamp + sunlight).
- ◆ Avoid sitting with your back to a lamp or a window.

## *Adjust Your Camera*

**Sit at or slightly above eye level, and approximately an arm's length from the camera lens.**

- ◆ If you do not have the right equipment or desk configuration to position your device at eye level, try stacking it on top of flat, sturdy household items, such as books.
- ◆ Try to position yourself so that your video shows your face and midsection up.
- ◆ For smartphones, iPads, or tablets users, use an adjustable stand such as a tripod. Do not hold iPads or smartphones in your hands.
- ◆ For smartphones users, position your phone horizontally, rather than vertically, to capture your video.
- ◆ When recognized for questions, do not look at the video feed, the Participant panel, or the chat window—look straight into the camera.

## *Check Your Sound*

**Make sure that you sound clear and minimize any echo.**

- ◆ Rooms with blank walls and hard surfaces can cause echoing. You can break up echoes by padding your space with soft surfaces like a rug, or tossing pillows around the room.
- ◆ For the sharpest, clearest sound, try using a standalone microphone (e.g., headphones or earbuds). To avoid latency, use wired headphones.

## *Check Your Connection*

**Optimize your video performance by checking your internet connection.**

- ◆ Close all applications—except WebEx—on your computer or personal device.
- ◆ If you are connected to Wi-Fi, move closer to your router. However, for the best internet connection, connect your device to the router directly (e.g., ethernet).



# Committee on Oversight and Reform

## WebEx User Guide

### Choose Your Device

You can join a WebEx meeting from your computer or mobile devices (e.g., iPad, tablet, or smart phone).

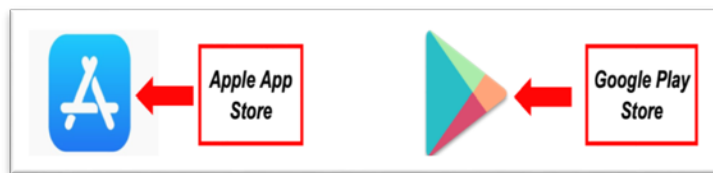
#### **STEP 1:** **IDENTIFY YOUR DEVICE**

Identify the device you will use to connect to your WebEx meeting. Your method of connection depends on the device you use.

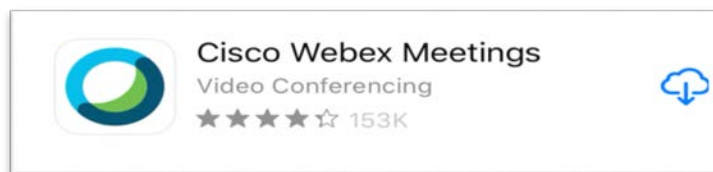
### Connect by Mobile Device

#### **STEP 1-a:** **CONNECT BY SMARTPHONE, iPad, OR TABLET**

1. Depending on your Apple or Android device, locate the App store on your mobile device.

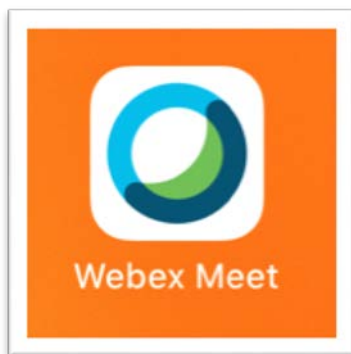


2. In the search window of the App store, search for “Cisco WebEx Meetings.”

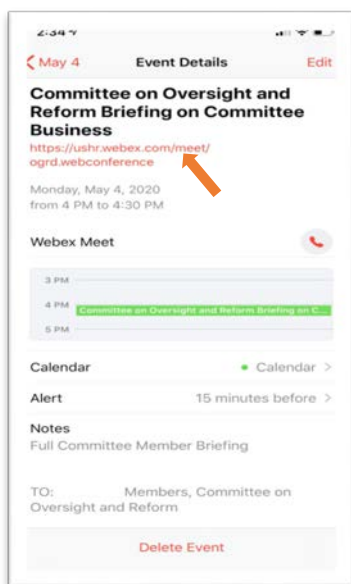


3. Select “Get” or “Install” to download and install the WebEx application.

4. After installation, the WebEx application will appear on your iPad, tablet, or smartphone home screen.

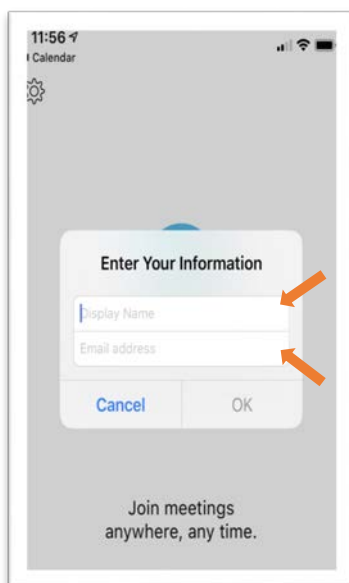


5. Locate and select the WebEx meeting link found in your Outlook meeting invitation. The WebEx application will open on your device.



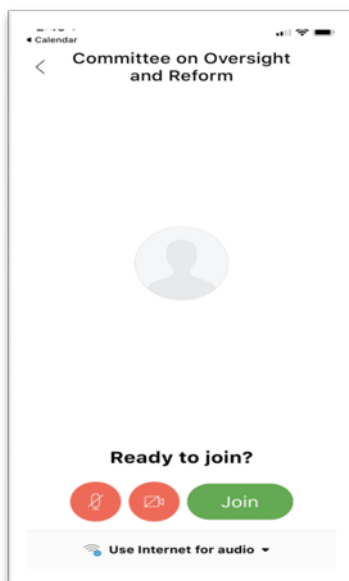
6. For first time users, you will be prompted to enter your **“Display Name”** and **“Email address.”** **Please enter your first and last name.**

Select **“OK”** to enter the WebEx meeting.



7. You are now ready to join the WebEx meeting. If you select **“Join,”** you will be connected to the meeting.

To check your audio and video settings, or to be connected to WebEx meeting by audio only, go to **STEP 2**.



## Connect by Computer

If connecting by computer, use a web browser supported by WebEx for the best user experience.

**STEP 1-b: USE SUPPORTED WEB BROWSERS**

Use one of the following browsers supported by WebEx for the best user experience:

- Mozilla Firefox 52 and later
- Google Chrome 65 and later
- Safari 11 and later
- Microsoft Edge 77.0.235.20 and later

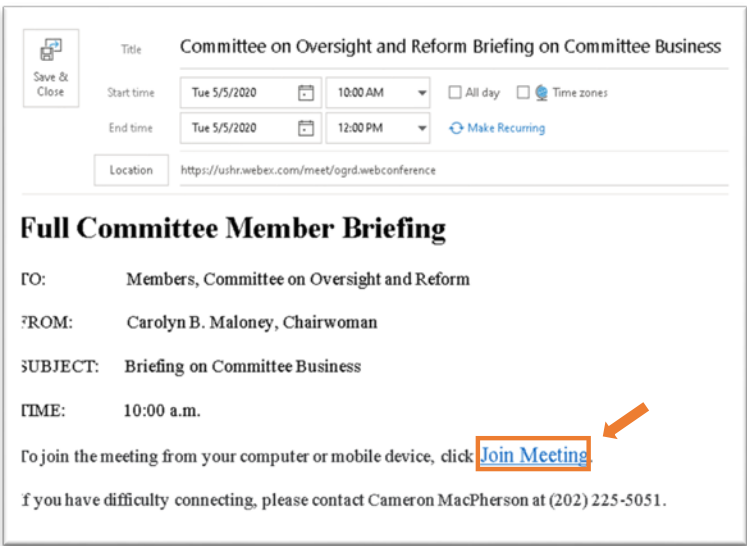
**STEP 1-c: CONNECT BY COMPUTER**

If using a desktop or laptop, you will be required to download and install the WebEx Desktop Application.

For new WebEx users, we recommend that you join WebEx meetings using your desktop or laptop in one of two ways:

**OPTION 1**

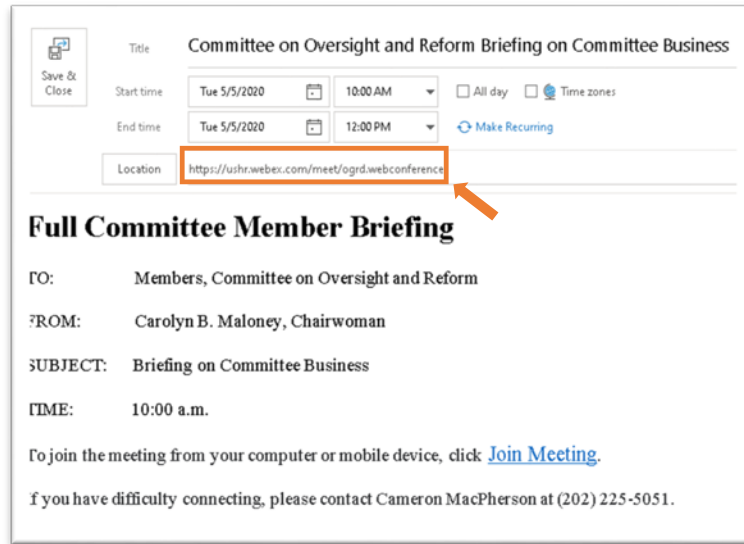
1. Locate the WebEx meeting link in your Outlook meeting invitation. Select **“Join Meeting.”**



2. Go to **STEP 2.**

## OPTION 2

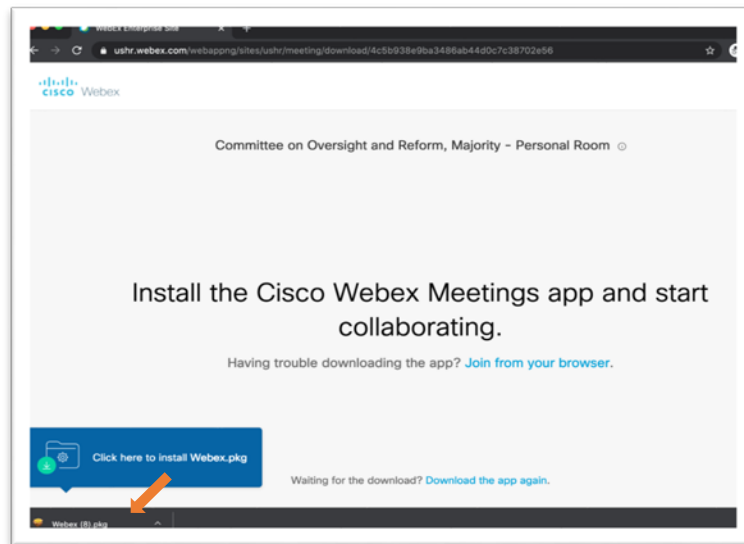
1. Copy and paste the WebEx meeting invitation link into your web browser.



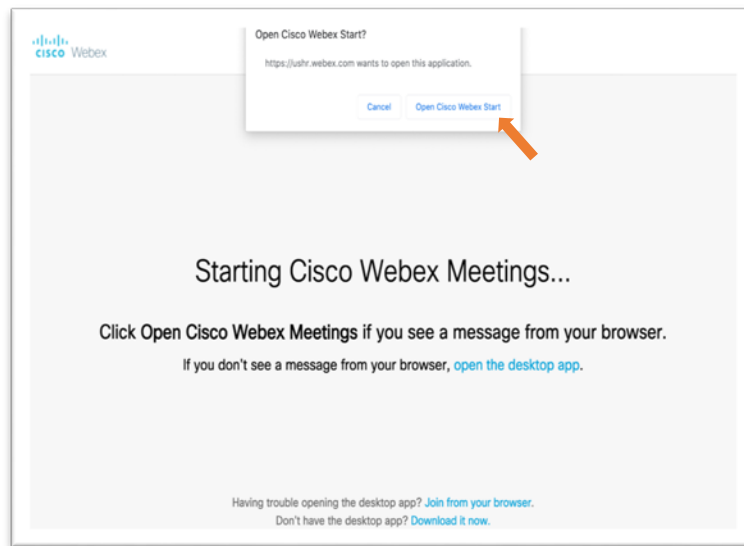
The screenshot shows a WebEx meeting invitation form. The title is "Committee on Oversight and Reform Briefing on Committee Business". The start time is "Tue 5/5/2020 10:00 AM" and the end time is "Tue 5/5/2020 12:00 PM". The location is "https://ushr.webex.com/meet/ogrd.webconference", which is highlighted with an orange box and an arrow. Below the form, there is a section titled "Full Committee Member Briefing" with the following details: TO: Members, Committee on Oversight and Reform; FROM: Carolyn B. Maloney, Chairwoman; SUBJECT: Briefing on Committee Business; TIME: 10:00 a.m. It also includes a link to "Join Meeting" and contact information for Cameron MacPherson.

To enter the WebEx meeting, you will need to have the WebEx Desktop application installed (**see 2 or 2-a**) or you will need to join from a supported browser (**see 3**).

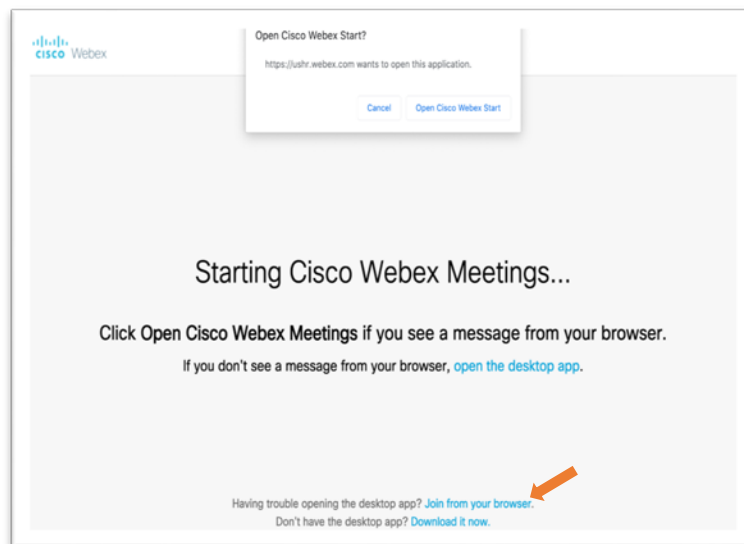
2. Downloading and Installing WebEx Application. You may be prompted to download and install the WebEx application. Open the **Webex.pkg** and follow the instructions to complete installation. The application may take up to 10 minutes to download.



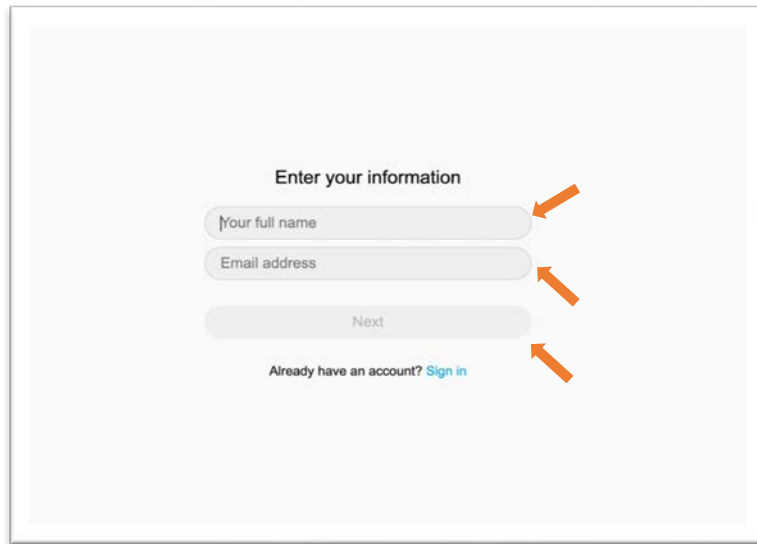
- 2-a. If you have already downloaded the WebEx application, you may be prompted to **“Open Cisco WebEx Start.”** Select **“Open Cisco WebEx Start.”**



3. Join from browser. If you do not receive the **“Open Cisco WebEx Start”** prompt, or have difficulty opening it, select **“Join from your browser.”**

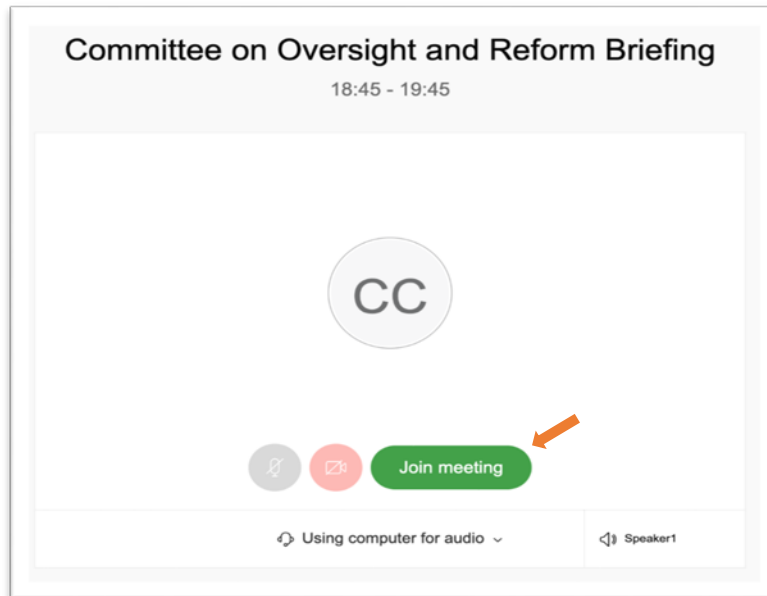


- 3-a. If you select **“Join from your browser,”** you will be prompted to enter your full name and email address. Enter you first and last name, and email address. Select **“Next.”**



The screenshot shows a form titled "Enter your information". It contains three input fields: "Your full name", "Email address", and a "Next" button. Below the "Next" button is a link that says "Already have an account? Sign in". Three orange arrows point to the "Your full name" field, the "Email address" field, and the "Next" button.

4. Select **“Join Meeting.”**



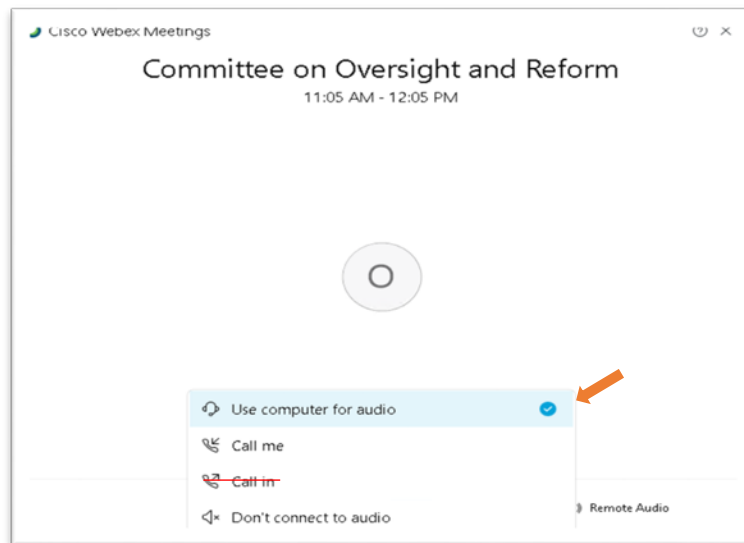
The screenshot shows a meeting page titled "Committee on Oversight and Reform Briefing" with a time slot of "18:45 - 19:45". In the center is a large circle with the letters "CC". At the bottom, there are three buttons: a microphone icon, a video icon, and a green "Join meeting" button. An orange arrow points to the "Join meeting" button. Below the buttons, there is a status bar showing "Using computer for audio" and "Speaker1".

## Check Your Settings

**STEP 2:** Make sure that your audio is turned on. For smartphone, iPad, or tablet users, go to **STEP 2-b**.

**STEP 2-a: ENABLE YOUR AUDIO – COMPUTER\*\***

1. If joining by computer, make sure that the default setting, “**Use computer for audio**,” is selected.



2. If you encounter difficulties enabling “computer for audio,” do not disconnect your computer connection.

You can enable audio by selecting “**Call me**,” which will prompt you to enter your phone number to receive a call back from the WebEx host. You will receive a call from a (415) number while you remain connected to the WebEx meeting by computer.

Upon answering, you will be prompted to **press 1** to connect to the WebEx meeting.

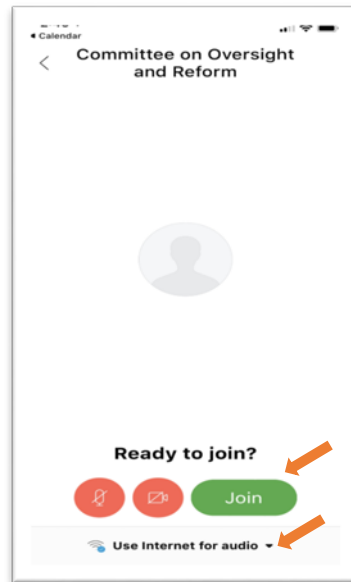
\*\*Because the meeting is locked, you will not be able to use the “**Call in**” feature when connected by computer; however, you will be able to use the “**Call in**” feature when connected by smartphone, iPad, or tablet.



**STEP 2-b: ENABLE YOUR AUDIO - SMARTPHONE, iPad, OR TABLET**

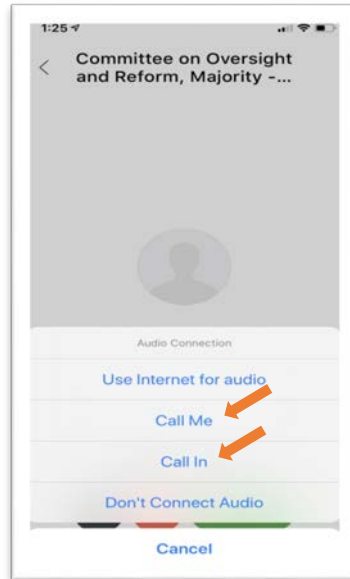
1. If you wish to use the full WebEx application on your phone, as you would on your computer, select **“Join”** to enter the WebEx meeting.

If you wish to use your phone to connect by audio only, select **“Use Internet for audio.”**

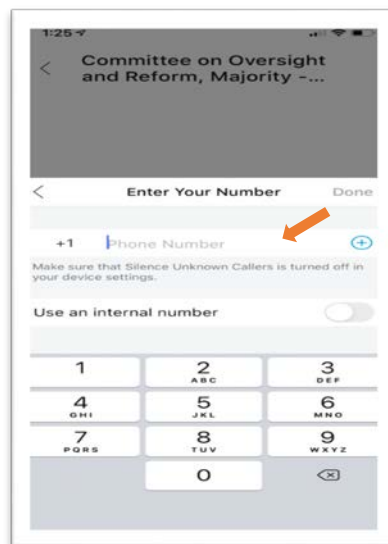


2. We recommend using two options to enable audio:

- (1) **Call Me:** Select this option if you would like WebEx to call you and connect you to the WebEx meeting.
- (2) **Call In:** Select this option if you wish to call in to the WebEx meeting.



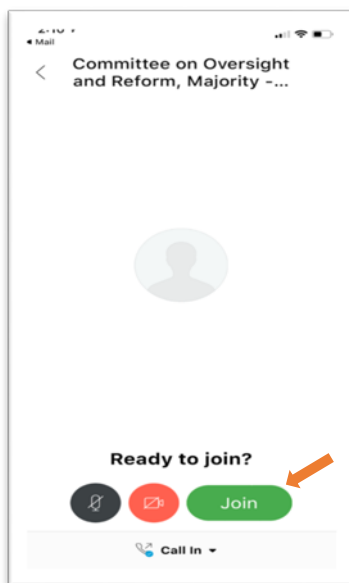
2-a. If you select “**Call Me**,” you will be prompted to enter the number of your choosing.



2-a. 1. You will then receive a call from a **(415)** number. Select **“Accept.”**



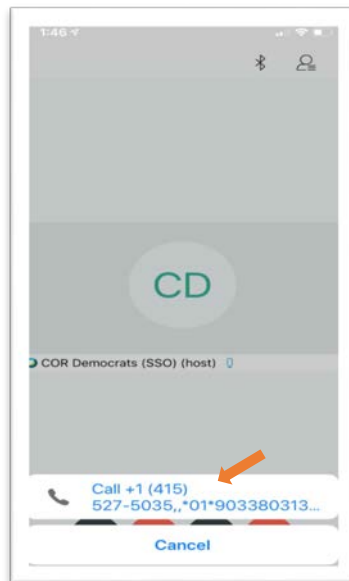
2-b. If you select **“Call In,”** select **“Join.”**



2-b. 1 You will then be placed in a virtual lobby for host to admit you.



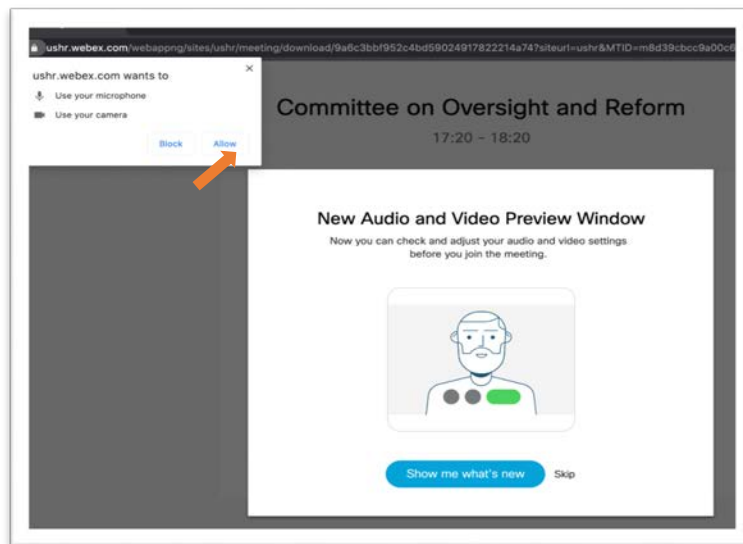
2-b. 2 Once admitted by the host, you will be prompted to call the **(415)** number on your screen. Select the number to enter the WebEx meeting.



### STEP 3: ENABLE YOUR VIDEO

For smartphones, iPads, and tablets users, go to **STEP 3, No. 2.**

1. If you join from your web browser—and not the WebEx Desktop application—you may be prompted to allow WebEx to access your microphone and camera. Select allow.



2. Turn your video on by selecting the **camera icon**.  
If you have not already done so, turn on your audio by selecting the **microphone icon**.



means your microphone is muted.



means your microphone is unmuted.

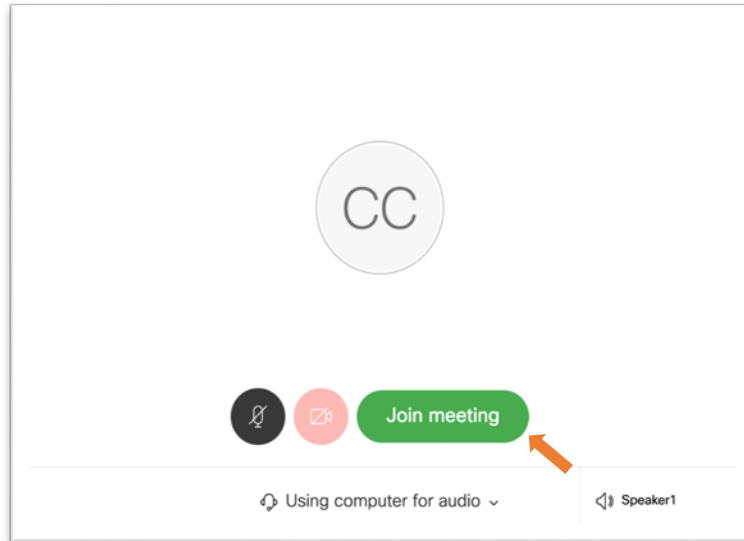


means your video is off.



means your video is on.

3. If you have joined by computer, when you are ready to enter your WebEx meeting, select “**Join Meeting.**”



## *Join Your Meeting*

### **STEP 4:**     **JOIN YOUR MEETING**

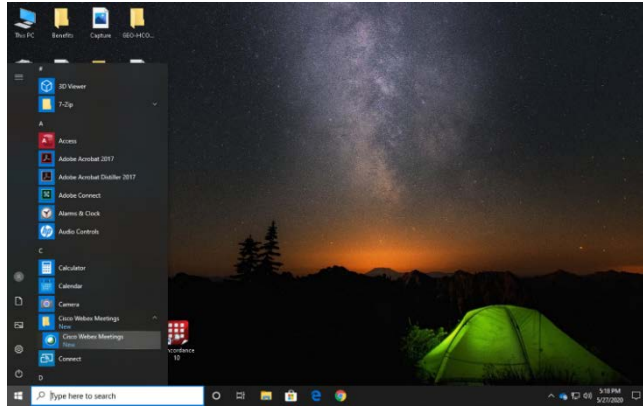
1. You are now ready to join your WebEx meeting.

# Committee on Oversight and Reform

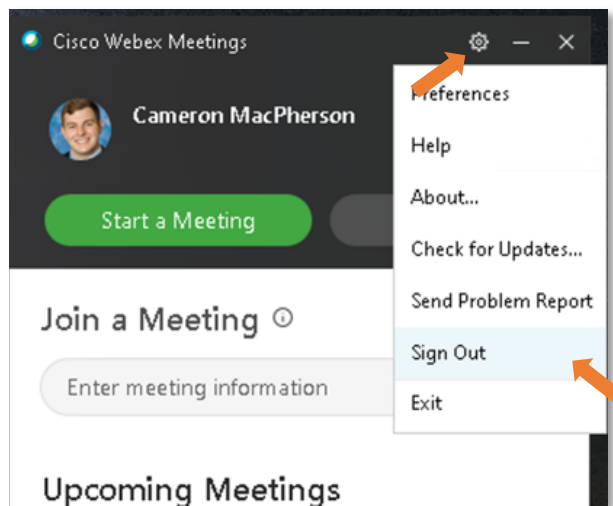
## Editing WebEx Profiles – Panelists/Witnesses

### WINDOWS COMPUTER

1. Open the Start Menu (⌨) and open the WebEx Meetings application. If you cannot locate the application, download it here: <https://www.webex.com/downloads.html>.



2. If you are signed into the WebEx application, sign out using the following instructions. **If you are not signed in, go to Step 3.**
  - a. If you are signed in and need to change the display name for an account, sign out by clicking the settings button (⚙) and selecting “Sign Out.”

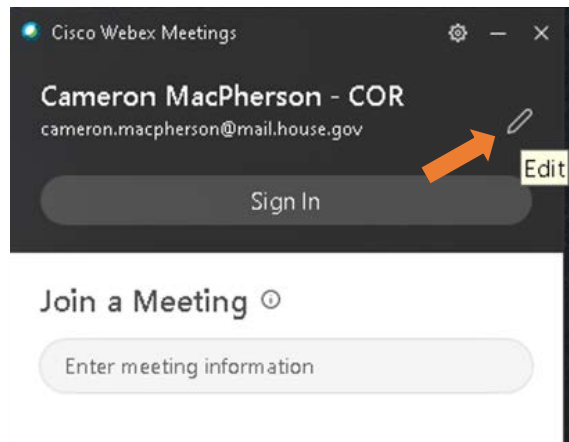


- b. Open Cisco WebEx Meetings application (see Step 1) and select “Use as Guest.”



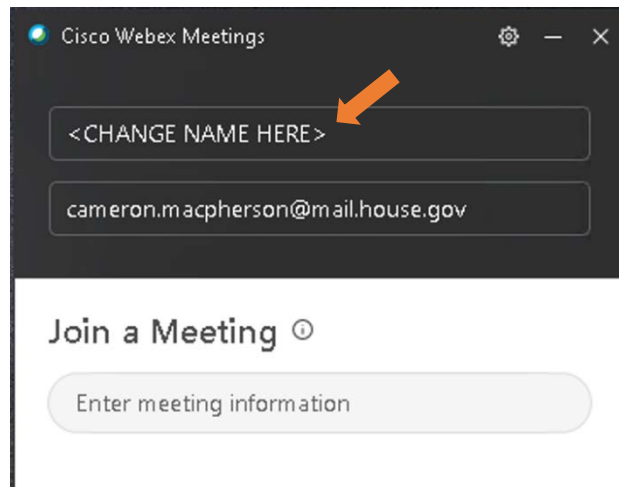
- c. You are now signed out. **Proceed to Step 3.**

3. Click the **pencil icon** (which allow you to edit).



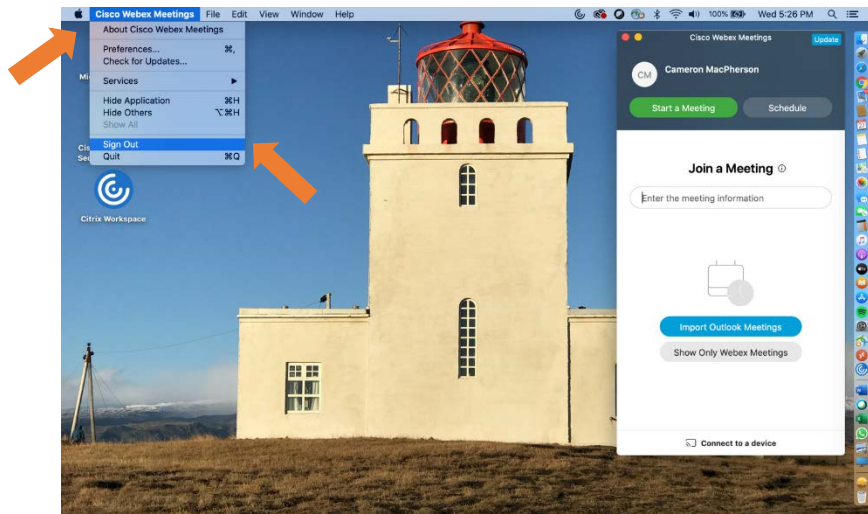
4. Change your display name by typing into the field.
- a. For **Member** profiles, please use the following naming convention:
    - First Name: Honorific + First Name (e.g., Chairwoman Carolyn)
    - Last Name: Last Name (e.g., Maloney)
  - For **Briefer/Witness** profiles, please use the following naming convention:
    - First Name: Honorific/Title + First Name (e.g., Dr. Adam)
    - Last Name: Last Name (e.g., Smith)
  - For **Staff** profiles, please use the following naming convention:
    - First Name: First Name (e.g., Cameron)
    - Last Name: Last Name (e.g., MacPherson)



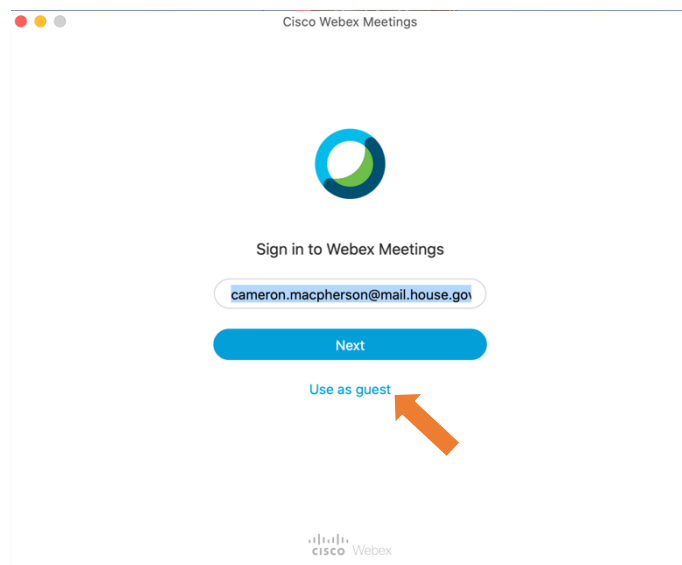


## MAC COMPUTER

1. Open the Finder, select “**Applications,**” and open the WebEx Meetings application. If you cannot locate the application, download it here: <https://www.webex.com/downloads.html>
2. If you are signed into the WebEx application, sign out using the following instructions. **If you are not signed in, go to Step 3.**
  - If you are signed in and need to change the display name for an account, sign out by selecting “Cisco WebEx Meetings” and selecting “Sign Out.”

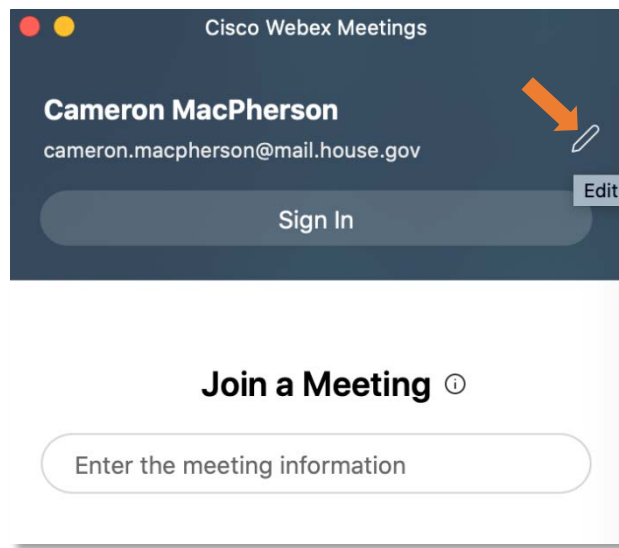


- Open the Cisco WebEx Meetings application (see Step 1) and select “**Use as Guest.**”



- You are now logged out. **Proceed to Step 3.**

3. Click the **pencil icon** (which will allow you to edit).



4. Change your display name by typing into the field.

- For **Member** profiles, please use the following naming convention:
  - First Name: Honorific + First Name (e.g., Chairwoman Carolyn)
  - Last Name: Last Name (e.g., Maloney)
- For **Briefer/Witness** profiles, please use the following naming convention:
  - First Name: Honorific/Title + First Name (e.g., Dr. Adam)
  - Last Name: Last Name (e.g., Smith)
- For **Staff** profiles, please use the following naming convention:
  - First Name: First Name (e.g., Cameron)
  - Last Name: Last Name (e.g., MacPherson)

Cisco Webex Meetings

<CHANGE NAME HERE>

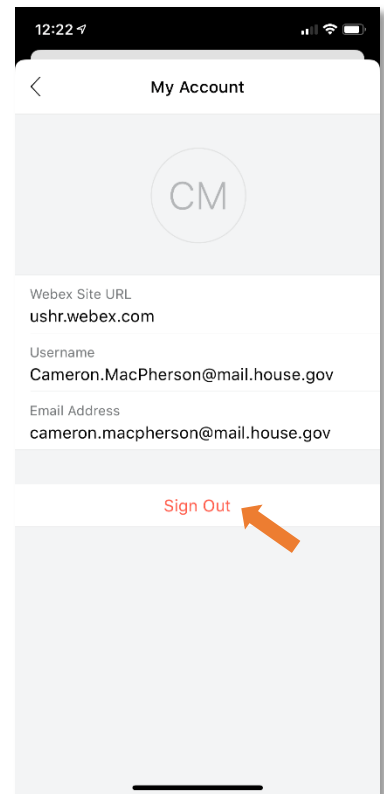
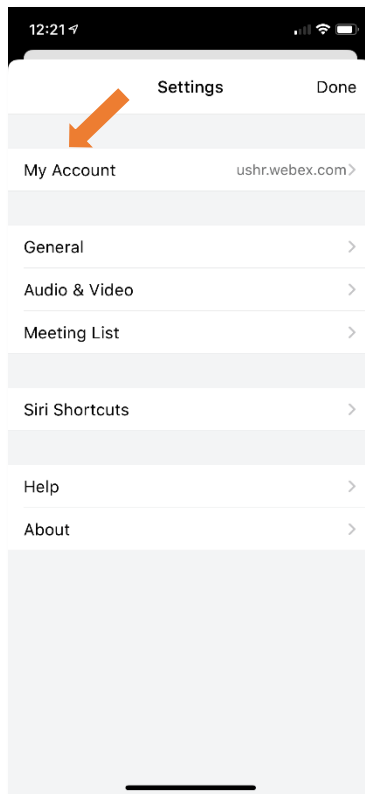
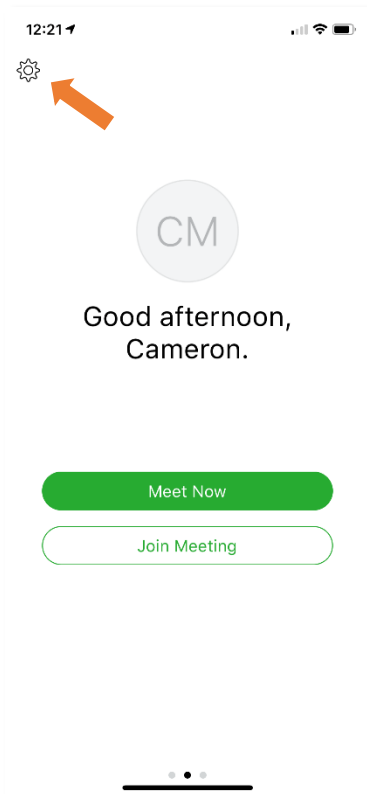
cameron.macpherson@mail.house.gov

Join a Meeting ⓘ

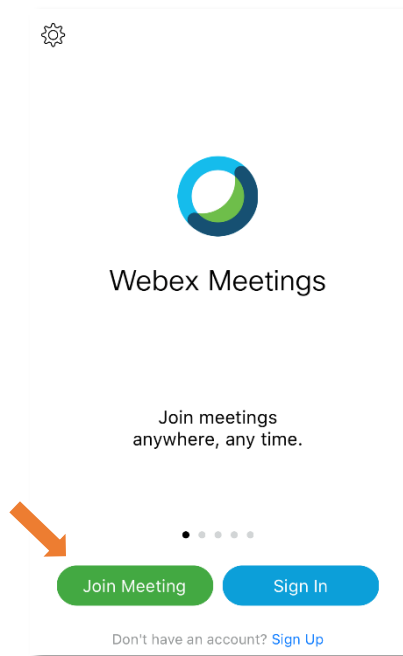
Enter the meeting information

## iOS (iPhone, iPad)

1. Download and open the WebEx Meetings application. If you cannot locate the application, download it here: <https://www.webex.com/downloads.html>
2. If you are signed into the WebEx application, sign out using the following instructions. **If you are not signed in, go to Step 3.**
  - a. If you are signed in and need to change the display name for an account, sign out by selecting “Settings” (⚙️) → “My Account” → “Sign Out.”



3. Select **“Join Meeting.”**



4. Paste or enter the meeting URL in the **“Meeting Number or URL”** field. Enter name in the appropriate field using the following conventions:

- For **Member** profiles, please use the following naming convention:
  - First Name: Honorific + First Name (e.g., Chairwoman Carolyn)
  - Last Name: Last Name (e.g., Maloney)
- For **Briefer/Witness** profiles, please use the following naming convention:
  - First Name: Honorific/Title + First Name (e.g., Dr. Adam)
  - Last Name: Last Name (e.g., Smith)
- For **Staff** profiles, please use the following naming convention:
  - First Name: First Name (e.g., Cameron)
  - Last Name: Last Name (e.g., MacPherson)

Paste meeting URL

Enter appropriate name here

Cancel Join Meeting Join

<https://ushr.webex.com/meet/COR>

If you are invited to a Personal Room, you can enter the URL

[company.webex.com/meet/username](https://company.webex.com/meet/username)

Cameron MacPherson-COR

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