

**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):

Ralph Robert Little, Bob Little, Robert Little, Bob R. Little, Bobby

2. Position to which nominated: Rear Admiral (Lower Half) (O-7)

3. Date of Nomination: 26 August 2022

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

Residence (military):

Office: 2703 Martin Luther King Ave SE Stop 7501 Washington, DC 20593-7501

5. Date and Place of Birth:

DOB: 10/30/1972

POB: Tulsa, OK

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).

Kerry Anne Little, Teacher, Anne Arundel County Public Schools, Anne Arundel County, Maryland.

Christina Abigail Little, 19YO

[REDACTED]

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

United States Coast Guard Academy (1991-1995), BS
College of William and Mary (1999-2000), MBA
Massachusetts Institute of Technology (2014-2015), MBA

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.

I have served as a Coast Guard Officer since July of 1995. Please see my official Coast Guard biography for detailed information.

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.

Association of Government Accountants (2013 to 2020)

Surface Navy Association (2017-present)

Coast Guard Academy Alumni Association (1995-present)

None of these organizations restricts membership on the basis of 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.

Meritorious Service Medals (6)

Coast Guard Commendation Medals (3)

**Coast Guard Achievement Medal (1)
Beta Gamma Sigma International Honors Society**

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.

None.

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.

Facebook (Bob Little)
Linked In (Bob Little)

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 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 am currently the Executive Assistant to the Commandant of the Coast Guard. In this capacity, I am a principal advisor to the Commandant on policy, strategy & resource initiatives across all operations and mission support activities. I provide decision support, advice, and recommendations to shape, convey & execute strategic direction, policy & enterprise communications to drive Service outcomes.

I am affirmatively supportive of the 27th Commandant's Intent and based on my operational, staff, and educational experiences, believe I am uniquely qualified to help her transform our total workforce, sharpen our competitive edge, and advance our mission excellence. I have been wearing the Coast Guard uniform for over 30 years and am humbled by the opportunity to continue serving, if confirmed. As a member of our Flag Coprs, I hope to help lead this Service into the future, support our current workfoce and their families, and continue to provide service and value to the Nation.

I have served aboard six Coast Guard Cutters, accumulating over 13 years of sea time in diverse geographic regions to conduct defense operations, combat criminal networks, secure maritime borders, and safeguard global commerce. I most recently served as Commanding Officer of the Coast Guard Cutter STRATTON (WMSL 752). STRATTON is among the most capable, and technologically advanced ship in the Coast Guard's surface fleet. In other afloat assignments I worked in both the Atlantic and Pacific geographic areas to conduct the full range of Coast Guard missions. I have led numerous combined military and law enforcement operations to provide oversight and enforcement of international regulatory regimes around the globe.

Ashore, I served as the Chief of Operational Forces for the Coast Guard's Pacific Area. In this role, I was responsible for providing mission ready cutters and aircraft to Coast Guard and Department of Defense Combatant Commanders in support of national strategic priorities. Earlier in my career I served as an Appropriations Manager in the Office of Resource Management's Budget Execution Division. In this position, I was responsible for oversight and accountability of the entire Coast Guard multibillion dollar budget.

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?

I believe that all senior leaders have responsibility with respect to management and accounting controls and must be intolerant of fraud, waste, or abuse of government resources. My degrees in Business and experience in the Federal budget process, appropriations, and financial management have provided me with significant exposure to and awareness of management and accounting controls as they pertain to internal processes, financial controls, and overall audit and risk management. My experience as an Executive Assistant (similar to Chief of Staff in other government agencies) to both the Vice Commandant and Commandant

has provided me the opportunity to lead, and support leadership of, the entire Coast Guard enterprise. My command experiences, budget experience, and other significant staff jobs have all involved broad responsibility, management and mitigation of significant risk, and accountability for appropriate use of enterprise resources.

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

I believe the top three challenges for the Coast Guard are 1. The need to meet increasing demand for our services in an increasingly dynamic environment; 2. The associated strain on workforce and families as we shoulder this increased demand; and 3. Our ability to recruit train and retain a diverse and motivated workforce.

The Coast Guard and our services are in demand at a level I have not seen in my career. Our ability to meet current and future demand requires transformational thinking. We must challenge ourselves to innovate, think and operate differently, and ensure we acquire capabilities that efficiently buy down Homeland and National Security risk.

This increase in mission demand, coupled with aging assets and infrastructure, is taking an increased toll on our workforce and their families. As we evolve the Service to meet the aforementioned demands, we must balance the tension between mission performance, mission risk, and the strain that we place on our workforce. We ask a lot of our people and we owe them the assets, tools, and support to ensure they remain effective, safe, happy, and healthy.

Finally, and perhaps most importantly, we are facing an existential recruiting crisis. If we do not immediately begin to close our recruiting and accessions gap, we will be less able to meet existing and growing demand for our services, and we will exacerbate the strain on our existing workforce.

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.

None.

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, but if any conflict of interest or potential conflict of interest concern arises, 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, but if any conflict of interest or potential conflict of interest concern arises, 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, but if any conflict of interest or potential conflict of interest concern arises, 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.

None.

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.

None.

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.

No.

6. If you have ever served as a general court-martial convening authority 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 whistleblowers 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, in accordance with law and DHS policy and guidance.

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

RALPH R. LITTLE 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 31 day of September, 2022.



Notary Public



District of Columbia	
Signed and sworn to (or affirmed) before me on	
<u>9/31/2022</u>	by <u>Ralph Little</u>
Date	Name(s) of individual(s) making statement
	
R. Sumitna White, Notary Public, D.C.	
My Commission Expires 01/31/2023	



Captain Bob Little

U.S. Coast Guard



Captain Little is the Executive Assistant to the Commandant of the Coast Guard. In this capacity, he is a principal advisor to the Commandant on policy, strategy & resource initiatives across all operations and mission support activities. He provides decision support, advice, and recommendations to shape, convey & execute strategic direction, policy & enterprise communications to drive Service outcomes.

Captain Little has served aboard six Coast Guard Cutters, accumulating over 13 years of sea time in diverse geographic regions to conduct defense operations, combat criminal networks, secure maritime borders, and safeguard global commerce. He most recently served as Commanding Officer of the Coast Guard Cutter STRATTON (WMSL 752). STRATTON is among the most capable, and technologically advanced ships in the Coast Guard's surface fleet. STRATTON was Captain Little's third afloat command, following the cutters DEPENDABLE and KUKUI. Combined with tours aboard Cutters ELM, NANTUCKET, and THETIS he has worked in both the Atlantic and Pacific geographic areas to conduct the full range of Coast Guard missions. Captain Little has led numerous combined military and law enforcement operations to provide oversight and enforcement of international regulatory regimes around the globe.

Captain Little has also served in several shore based staff tours. He recently served as the Chief of Operational Forces for the Coast Guard's Pacific Area. In this role, he was responsible for providing mission ready cutters and aircraft to Coast Guard and Combatant Commanders in support of national strategic priorities. As a Commander, he served on the Commandant's Staff as the Special Assistant to the 28th Vice Commandant of the Coast Guard. As a Lieutenant Commander, he served as an Appropriations Manager in the Office of Resource Management's Budget Execution Division. In this position, he was responsible for oversight and accountability of the entire Coast Guard multibillion dollar budget. As a Lieutenant, he was Deputy Comptroller at the Coast Guard's Training Center in Yorktown, Virginia. In that role, he helped manage post 9-11 transformation and employed strategic cost accounting to accommodate a 33 percent increase in student throughput.

Captain Little is a 1995 graduate of the U.S. Coast Guard Academy. In addition to a bachelor of science in management from the Academy, he has been awarded a master of business administration by both the College of William and Mary and the Massachusetts Institute of Technology (MIT). He is a 2012 graduate of the Air Command and Staff College and in 2015, Captain Little completed the Sloan Fellows Program in Innovation and Global Leadership at the MIT Sloan School of Management in Cambridge, Massachusetts.

Captain Little is married to the former Kerry Anne Sullivan of Boston, MA. They are the proud parents of Christina (19), Julia (17), and Katie (14).

CAPT Bob Little

Current Assignment

Executive Assistant to the Commandant

Assignment History

Jun 21 – Jun 22 Executive Assistant to the Vice Commandant
May 19 – Jun 21 USCGC STRATTON, Commanding Officer, CAPT
Jun 17 – May 19 Coast Guard Pacific Area, Chief, Operational Forces Branch, CAPT
Jun 15 – Jun17 USCGC DEPENDABLE, Commanding Officer, CDR
May 14 – Jun 15 Massachusetts Institute of Technology (MIT), Sloan Fellow, CDR
May 12 – May 14 Special Assistant to the Vice Commandant, CDR
Mar 09 – May 12 USCGC KUKUI, Commanding Officer, LCDR
Nov 08 – Mar 09 O&S Appropriation Manager, Budget Execution Division, LCDR
Apr 06 – Nov 08 PC&I & Other Appropriations Manager, Budget Execution Division, LCDR
Jul 04 – Apr 06 USCGC ELM, Executive Officer, LT
Jan 01 – Jul 04 Coast Guard Training Center Yorktown, Deputy Comptroller, LT
Jul 99 – Jan 01 College of William and Mary, Financial Management, LTjg
May 97 – Jul 99 USCGC NANTUCKET, Executive Officer, LTjg
Jun 95 – May 97 USCGC THETIS, First Lieutenant, Deck Watch Officer, ENS

Educational Summary

2015 MIT, Sloan Fellows' Program in Innovation and Global Leadership
2015 MIT, Sloan School of Management, MBA, Certificate in Sustainability
2012 Air University, Air Command and Staff College, JPME Phase I
1999 College of William and Mary, MBA
1995 United States Coast Guard Academy, Bachelor of Science in Management

Military Personal Awards and Significant National Recognition or Achievement

2021 Meritorious Service Medal
2019 Meritorious Service Medal
2017 Meritorious Service Medal
2014 Meritorious Service Medal
2014 Commandant's Staff Badge
2012 Meritorious Service Medal
2010 Command Afloat Insignia
2009 Meritorious Service Medal
2006 Coast Guard Commendation Medal
2005 Permanent Cutterman Insignia
2004 Coast Guard Commendation Medal
2001 Beta Gamma Sigma International Honors Society
1999 Rifle Expert Medal
1999 Coast Guard Commendation Medal
1997 Coast Guard Achievement Medal
1996 Pistol Expert Medal