

**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

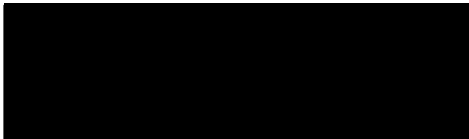
1. Name (Include any former names or nicknames used):

Mark John Fedor (my childhood nickname which followed me to the Coast Guard Academy was "Bomber").

2. Position to which nominated: Rear Admiral Upper Half

3. Date of Nomination: November 23, 2021

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



Work
U.S. Coast Guard
Commandant (CG-8)
U.S. Coast Guard Stop 7000
2703 Martin Luther King Jr Ave SE
Washington DC, 20593-7000

5. Date and Place of Birth: 06 December 1969 in Flushing, Queens, NY,
NY

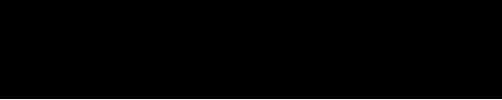
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Amy Kathryn Fedor (nee Wilkins): self-employed as a travel agent.

Children:

Tyler John Fedor: 20

William Alec Fedor: 19



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

- U.S. Coast Guard Academy: Graduated in 1991 with a BS in Government
- Harvard Kennedy School of Govt: Graduated in 2001 with Masters in Public Administration.
- National War College: Graduated in 2011 with Masters in National Security Strategy

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 my graduation from the Academy on 22 May 1991. 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.

U.S. Coast Guard Academy Board of Trustees: 2020 to present. This organization doesn't restrict membership on the basis of race, sex, color, religion, national origin, age, or disability.

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.

- Member of U.S. Coast Guard Academy Alumni Association: 1991-present.
- Member of Harvard Kennedy School of Government Alumni Association: 2001 to present.
- Member of Surface Navy Association: 2016-present.
- Member of American Society Military Comptrollers: 2020-present. Beginning in July 2021, I have been voluntarily serving as the President of ASMC's Washington Chapter. I perform this function on my own personal time.

None of these organizations restrict membership on the basis of race, sex, 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.

Coast Guard Expert Pistol Medal
Coast Guard Humanitarian Service Medal
National Defense Medal
Coast Guard Achievement Medal
Coast Guard Commendation Medal
Coast Guard Meretorious Service Medal
Legion of Merit

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.

I have given numerous speeches over the years and more so as a Flag Officer. These speeches were always given to public organizations such as Chambers of Commerce, Chapters of the U.S. Navy League, Chiefs Call to Initiations, American Society of Military Comptrollers and the Association of Government Accountants.

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.

I currently have active LinkedIn and Facebook accounts. Both are readily accessed by searching for the name Mark Fedor.

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 believe I am qualified, if confirmed, to continue serving as a Flag Officer in the U.S. Coast Guard based on my demonstrated leadership and extensive operational and administrative background within the Service. My staff positions increased in responsibility over the course of my career with broad impacts on operations as well as policy and budget development. I earned two Masters Degrees which broadened my intellectual perspective and increased my understanding of the Coast Guard's role in the federal government and the maritime community. As a Flag Officer, I'm currently serving as the Service's Chief Financial Officer and leading the Service through a change in appropriations structure as well as a transition to new financial management system.

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?

As a military officer, I have always believed I was responsible to the American people for sound financial practices, operational efficiency, and being a good steward of the public's trust. The American people need to trust that our military members are apolitical and will follow all legal orders

regardless of the political party in the White House or Congress. I take that responsibility seriously and actively talk to my peers and subordinates about it as well. While in command of ships, I've had 100+ Coast Guard members under my direction and as a Flag Officer, I'm leading a 500+ group of financial management professionals. I understand how a military service operates and how we must follow civilian leadership in the Department we're operating under.

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

The first challenge is talent management. Amidst the ongoing global pandemic and at a time when fewer people are related to military members, it's becoming increasingly difficult to recruit and retain the best young people for a military career. The Coast Guard has achieved great success in the past due to the quality of our people and we must continually seek those dedicated individuals – from all walks of life and various backgrounds – who are willing to make personal sacrifices in service to their country. We must appeal to their sense of duty while providing an inclusive environment so each person can reach their personal and professional potential.

The next major challenge is readiness. The Coast Guard is being asked to assume more responsibility across all of our mission areas but we have faced flatlined budgets for the past decade. While we have seen healthy support over the past two fiscal budget cycles in support of our major capital acquisitions, our operating funds continue to lag behind and this manifests itself as a readiness deficit across the Service. While we are grateful for the Administration's and Congress' continued support, we still face readiness shortfalls in training, maintenance, and the general welfare of our members. We are working diligently to correct this gap so the United States will have the Coast Guard it deserves to protect and safeguard our maritime interests.

The final challenge is recapitalizing our IT and financial management systems. While our newer operational assets reflect modern technology, our administrative IT backbone and associated systems are relatively ancient by comparison. Most of our systems are stove-piped, unreliable, and vulnerable. Our transition to a new financial management system will integrate many of these older databases into modern, integrated data environment which is long overdue. The next step will be to pursue a broader data management initiative across the Service so we can benefit

from increased transparency and efficiency. Our adversaries or the various threat vectors we face will not wait for us to keep pace.

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 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. In the future, if there is a potential conflict of interest then 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. In the future, if there is a potential conflict of interest then 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. 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.

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 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.

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.

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

MARK J. FEDOR 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 16th day of December, 2021.


Notary Public

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





Rear Admiral (RDML) Mark J. Fedor
Assistant Commandant for Resources &
Chief Financial Officer (CFO)
United States Coast Guard

Rear Admiral Fedor currently serves as the Assistant Commandant for Resources (CG-8) and the Chief Financial Officer for the U.S. Coast Guard. In this capacity, he is responsible for all budgetary, financial and resource management activities relating to the programs and operations of the Coast Guard. As a component of the Department of Homeland Security, the Coast Guard is comprised of a nearly 60,000 member active duty, reserve and civil servant workforce with an annual budget of \$12 billion.

Prior to this assignment, RDML Fedor served as the Executive Assistant to Admiral Karl L. Schultz, the 26th Commandant of the Coast Guard. In that role, he was responsible for the strategic direction, planning, and daily activities of the Commandant's staff. A career cutterman, he has nearly 12 years of sea-time to include three commands.

Before reporting to Washington D.C., RDML Fedor was the Commanding Officer of the National Security Cutter JAMES (WMSL 754) in Charleston, S.C. During his command, JAMES earned the Hopley Yeaton award for operational excellence as well as the United States Interdiction Coordinator award for counter-narcotics operations in the Eastern Pacific. His previous operational assignments include being Commanding Officer of the cutter MOHAWK, Executive Officer on the cutter LEGARE, Commanding Officer of the patrol boat MONOMOY, Operations Officer onboard the cutter DURABLE, and First Lieutenant onboard the cutter DAUNTLESS.

His staff tours include being the Chief of Response for the Seventh Coast Guard District in Miami, FL where he was responsible for all Coast Guard law enforcement, search and rescue, and maritime incident management along the southeastern seaboard and throughout the Caribbean. His previous staff assignments include being the Coast Guard's Fiscal Year 2004 federal budget coordinator, a Congressional Fellow to the House of Representatives' Government Reform Subcommittee for Drug Policy and the Appropriations Subcommittee for Transportation, as well as Special Assistant and Speechwriter to the 23rd Commandant of the Coast Guard.

He graduated from the Coast Guard Academy in New London, CT in 1991 with a Bachelor of Science in Government. He earned a Master's Degree in Public Administration from Harvard University's Kennedy School of Government in 2001 and a Master's Degree in National Security Strategy from the National War College in 2011.

RDML Fedor's personal decorations include two Legion of Merits, four Meritorious Service Medals, two Coast Guard Commendation Medals, four Coast Guard Achievement Medals and the Commandant's Letter of Commendation.

RDML Fedor has been married to his wife Amy for 27 years and they have four children, Tyler (19), Will (18), and twins Megan and Drew (12).

REAR ADMIRAL (Lower Half) MARK J. FEDOR

Current Assignment

July 20 – Present Assistant Commandant for Resources and CFO (CG-8)

Assignment History

June 18 – June 20 Executive Assistant to the Commandant (CG-00EA)
May 16 – June 18 CGC JAMES, Commanding Officer, CAPT
June 14 – May 16 CCGD7 (DR), Chief of Response, CAPT
June 13 – June 14 CCGD7 (DRE), Chief of Enforcement, CAPT
June 11 – June 13 CGC MOHAWK, Commanding Officer, CDR
June 10 – June 11 National War College, DUINS, CDR
May 10 – June 10 Natl Incident Command (Deepwater Horizon), DHS Liaison, CDR
May 08 – May 10 Commandant's Office, Special Assistant, CDR
June 06 – May 08 CG-0921, Congressional Fellow, LCDR
July 04 – June 06 CGC LEGARE, Executive Officer, LCDR
June 01 – July 04 CG-821, FY04 Budget Coordinator, LT/LCDR
May 00 – June 01 Harvard University, DUINS, LT
June 98 – May 00 CGC MONOMOY, Commanding Officer, LT
July 96 – June 98 CGC DURABLE, Operations Officer, LT
June 95 – July 96 CCGD7, Flag Aide, LTJG
June 93 – June 95 CCGD7, Maritime Intel Center, LTJG
June 91 – June 93 CGC DAUNTLESS, First Lieutenant, ENS/LTJG

Educational Summary

2011 National War College, Masters in National Security Strategy
2001 Harvard University/Kennedy School of Govt, Masters in Public Administration
1991 USCGA, B.S. in Government

Military Personal Awards and Significant National Recognition or Achievement

Personal Awards: Legion of Merit (2), Meritorious Service Medal (5), CG Commendation Medal (2), Coast Guard Achievement Medal (4), Commandant's Letter of Commendation.
2018: JAMES earned Hopley Yeaton Award for overall operational excellence.
2017: Hosted first ever national media embed on a WMSL (JAMES).
2016: Coordinated massive SAR efforts for two hi-profile SAR cases in D7 and conducted televised interviews for national media audience.
2015: Led CG & State Dept delegation to Havana for talks with Cuban Border Guard.
2013: MOHAWK earned Jim Simpson Award for Public Affairs excellence and selected as Outstanding Unit in 33rd Annual CG Foundation Awards for achievements.

Significant Current Professional Credentials or Recent Activities:

SAR Mission Coordinator (SMC) and Active Search Suspended (ACTSUS) certified.
Command at Sea of a 110' WPB, 270' MEC and 418' WMSL
Qualified Tactical Action Officer (TAO)
Operations Section Chief for Homeland Security Task Force-Southeast (co-located w/D7)