


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): Michael (Mike) McAllister
2. Position to which nominated: Vice Admiral (O-9); Deputy Commandant for Mission Support
3. Date of Nomination: April 23, 2018
4. Address (List current place of residence and office addresses):


Office: 17th Coast Guard District, PO Box 25517, Juneau AK 99802

5. Date and Place of Birth: 12/01/64, Somerville, 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).

Spouse: Brigitte McAllister, substitute teacher with Juneau School District, Juneau AK

Son: Kyle McAllister (age 22)

Son: Kevin McAllister (age 19)

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

Bachelor of Science Civil Engineering, 1986, US Coast Guard Academy

Master of Science Civil Engineering, 1991, University of Illinois

Master of Business Administration, 2004, Massachusetts Institute of Technology

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 May 1986. 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 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.*

Military Officers Association of America – Nov 2011 to Nov 2013

Pentagon Federal Credit Union – Apr 2004 to present

United Services Automobile Association – May 1985 to present

BoatUS – July 2010 to Aug 2014

Freedom Boat Club Charleston SC – Apr 2008 to Apr 2012

AARP – November 2014 to present

US Coast Guard Academy Alumni Association – May 1986 to present

Except as noted, none of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

The exception is AARP, which has a minimum age of 50 to join. This membership was given to me as a gift from a family member, and I am not actively or directly involved in AARP activities.

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.

Military awards and recognition:

Defense Superior Service Medal

Legion of Merit (4)

Meritorious Service Medal (5)

Coast Guard Commendation Medal (3)

DOT 9/11 Medal

Commandant's Letter of Commendation

Numerous team and unit awards

Permanent Cutterman insignia

Advanced Boat Forces insignia

Command Afloat insignia

Command Ashore insignia

Registered Professional Engineer (Civil Engineering, Washington State)

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.

- Speech: Maritime Futures and the Bering Strait Region, Center for Strategic and International Studies, 2017
- Speech: Coast Guard Update, Alaska Federation of Natives, 2017
- Testimony: Coast Guard Update, testimony before the Joint Armed Services Committee of the Alaska State Legislature, 2017 & 2018
- Speech: Coast Guard Update, The Institute of Electrical and Electronics Engineers (IEEE), Anchorage AK 2017
- Speech: Collaborative Marine Planning in the Arctic, Arctic Encounter Seattle WA 2017
- Speech: Coast Guard Update, American Society of Civil Engineers, Juneau AK 2017
- Speech: Governing Across the Waves, Bowdoin College and US Coast Guard Academy, 2016
- Speech: Coast Guard Operations Update, Passenger Vessel Association Western Region, 2016
- Speech: Coast Guard Global Partnerships, US Navy League Sea-Air-Space Symposium, 2014
- Speech: Coast Guard Future Outlook, Maritime Policy Center of Excellence Symposium, 2013
- Speech: Port Resiliency, AFCEA Maritime Risk Symposium 2013
- Speech: Modernization of the Coast Guard's Mission Support Enterprise, CG Innovation Exposition hosted by National Defense Industrial Association, 2010
- Speech: Coast Guard Activities in SC and GA, the Propeller Club of the US, 2008
- Speech: Project Seahawk (Interagency maritime operations center), National Defense Transportation Association Conference, 2008
- Speech: Project Seahawk, SPAWAR Homeland Security Innovation Conference, 2008
- Speech: Project Seahawk and Coast Guard Sectors, Institute for Defense and Government Advancement Homeland Security Symposium, 2008

Speech: Interagency Operations, DOJ Homeland Security Symposium, 2007

Published Master's Thesis, MIT: *Change Leadership in the U.S. Coast Guard*, 2004

Speech: Coast Guard Security Activities post-9/11, International Association of Airport and Seaport Police Conference, 2003

Speech: Coast Guard Response on 9/11, Navy League of the United States Annual Convention, 2002

Television appearance: Coast Guard Port Security, Stevens Institute of Technology *Technogenesis*, 2002

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?

I am a career Coast Guard officer with 32 years active duty service. I have benefited from a great diversity of assignments and leadership opportunities that I believe have prepared me to take on greater levels of responsibility. I have a strong operational foundation with three tours of duty onboard Coast Guard cutters engaged in law enforcement, migrant interdiction, search and rescue, and fisheries, and three tours of duty in "shore" operations, supervising Coast Guard stations, small cutters, aviation operations, marine investigations and inspections, pollution response and other ports and waterways missions. Most of my operational time has been in command positions, fully accountable for the conduct and outcome of assigned missions. This operational experience allows me to understand the complex mission support needs of the Coast Guard. I also have diverse support and resource management experience with assignments in civil engineering, acquisition, budgeting and program review, human resources, and executive support. As a flag officer, I have served as the Coast Guard's

Strategy Director, as the Deputy Director for Operations at the U.S. Northern Command, and as the Commander of the Seventeenth Coast Guard District overseeing all Coast Guard operations in Alaska, including responsibility for extensive international partnerships in the North Pacific and Arctic regions. With these experiences, I have demonstrated success in balancing amongst the Coast Guard's multiple mission demands, between operations and enabling support activities, and between current operations and investment in future capabilities. I believe these experiences have prepared me exceptionally well to be the Deputy Commandant for Mission Support, and to continue to serve the Coast Guard, the Department of Homeland Security, and the American people.

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 Coast Guard senior leader, I have a duty as a steward of taxpayer dollars and public trust to manage resources effectively and direct our limited resources to greatest operational effect. This requires strict controls to ensure valid mission requirements, prevent waste, fraud and abuse and create reliable financial reporting. If confirmed for this position, I will have oversight over the Coast Guard's acquisition, sustainment and human resource programs, all of which require effective management and accounting controls. I will ensure the appropriate systems are in place to provide measurable performance, accountability, and full auditability. With experience in operations, engineering, budgeting, acquisition and strategy, I have been able to successfully manage large organizations (up to 1,500 people spread over thousands of miles) in a manner that demonstrates proper stewardship of public resources. As the Executive Director for the Deputy Commandant for Mission Support and Executive Assistant to the Vice Commandant and Senior Acquisition Official, I was involved in the Coast Guard's attainment of a clean audit opinion, and as a senior operational commander I have been involved in the critical role of sustaining that audit success.

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

While the Coast Guard benefits from having outstanding and high performing active duty, reserve, civilian and auxiliary members, we face significant challenges in the future with maintaining the capabilities of our workforce. Those challenges include attracting and retaining top talent from all segments of society in a highly competitive environment, maintaining technical skills to deal with a rapidly changing maritime environment, and developing the next generation of Coast Guard, DHS and interagency leaders who can deliver continuous organizational improvement in a collaborative environment. Continued pressure on operating expense accounts makes these challenges particularly complex; we will need to strike the right balance between recapitalizing and sustaining our materiel assets and investing in improvements in our workforce, and we will need to create more responsive and adaptable personnel policies and practices to keep up with the pace of change. We exist to perform missions for the maritime public and we take pride in being the world's best coast guard; personnel well-being and proficiency to support mission excellence should continue to be a primary area of organizational focus.

As a senior operational commander, every day I face the challenges of maintaining an aging fleet (including ships, aircraft, shore infrastructure and other capital assets), while employing new capabilities such as National Security Cutters, Fast Response Cutters, and C-130 "J" models, all being delivered to the field over the coming years. Balancing today's Coast Guard performance with the need for investment in the future has never been more challenging. We must make today's operations as efficient as possible using risk-based decision-making, maximizing the use of partnerships (public, private, international, etc.), and improving business processes. At the same time, we must ensure that our acquisition programs for future capability are cost effective, fully justified and adaptable to changing mission needs for an uncertain future.

We cannot take for granted the Coast Guard's ability to mobilize for significant events, such as the responses to Hurricanes Harvey, Irma and Maria last year. I've experienced first-hand the challenges we faced in responding to the terrorist attacks on 9/11 in New York City, in the Deepwater Horizon oil spill, or that we will face at some point in responding to a mass rescue event or oil spill in opening U.S. Arctic waters. While we have a number of programs in place to ensure our

people are skilled in emergency response, we have no forces in garrison nor do we have the full capabilities or capacities needed to meet rising public expectations for government responsiveness in major contingencies. We will need to act on the lessons learned from recent events to further improve our response capabilities, including investments in our Reserve forces, expansion of our partnerships with local, state, federal, tribal, international and industry organizations, and the continued acquisition of multi-mission, adaptable capability that we are building into cutters, aircraft, C4IT systems, infrastructure and deployable forces.

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 PFDR.

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.

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.

As an officer responsible for Coast Guard operations in various locations around the U.S. and as a staff officer and senior executive assigned to Coast Guard Headquarters, I routinely provided input on proposed legislation and policy and personally briefed members of the Administration and Congress on Coast Guard activities and programs. All such engagements were within the scope of my official duties. I have

not engaged in influencing legislation or public policy outside my official duties.

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

Michael McAllister 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.

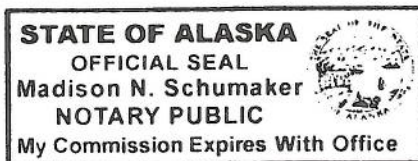


Signature of Nominee

Subscribed and sworn before me this 24 day of April, 2018.



Notary Public





Rear Admiral Michael F. McAllister

Commander, 17th Coast Guard District
U.S. Coast Guard



Rear Admiral Michael F. McAllister assumed the duties of Commander, Seventeenth Coast Guard District in June 2016. He is responsible for Coast Guard operations throughout Alaska, which include protecting life and property, enforcing federal laws and treaties, preserving living marine resources and promoting national security. The Coast Guard's forces in Alaska total more than 2,500 active duty, reserve, civilian and auxiliary personnel, who employ 15 cutters, 52 boats, and 17 aircraft across an area of responsibility that includes the North Pacific Ocean, Arctic Ocean and Bering Sea. Headquartered in Juneau, the District Commander provides operationally ready maritime forces to Coast Guard and Department of Defense Commanders for Coast Guard, joint, and interagency operations both domestically and internationally.

Previously Rear Admiral Michael McAllister served as the Deputy Director of Operations for Headquarters United States Northern Command where he was responsible for homeland defense and defense support of civil authorities for North America, and theater security cooperation with Mexico and the Bahamas.



Admiral McAllister has served in a variety of operational assignments, both afloat and ashore. He served as a Deck Watch Officer aboard the USCGC STEADFAST, St. Petersburg, Florida, and as Commanding Officer of USCGC POINT STEELE, Fort Myers Beach, Florida and USCGC KEY LARGO, Savannah, Georgia. From 2000 to 2003, Admiral McAllister served as Chief, Response Division at Coast Guard Activities New York where he led maritime response and security operations following the terrorist attacks of September 11, 2001 in New York City. He also served as Commander of Coast Guard Sector Charleston, South Carolina where he oversaw all Coast Guard missions in the states of South Carolina and Georgia and prototyped the Department of Homeland Security's successful Interagency Operations Center Program.

Admiral McAllister's staff assignments include duty as a Construction Project Manager at Facilities Design and Construction Center Pacific in Seattle, Washington and as Executive Officer of Civil Engineering Unit Miami, Florida. He served as a program reviewer in the Office of Programs and Budget at Coast Guard Headquarters in Washington, DC, and the Officer Assignments Branch Chief at the Coast Guard Personnel Command, Arlington, Virginia. He was also the Executive Assistant to the Vice Commandant of the Coast Guard, the Executive Director for the Deputy Commandant for Mission Support, and the Director of Coast Guard Enterprise Strategic Management and Doctrine.

Admiral McAllister attended the United States Coast Guard Academy, graduating in 1986 with a Bachelor of Science Degree in Civil Engineering. In 1991, he was awarded a Master of Science Degree in Civil Engineering from the University of Illinois at Champaign-Urbana. In 2004, he received a Masters of Business Administration from the Massachusetts Institute of Technology as a member of the Sloan Fellows Program. His personal awards include the Defense Superior Service Medal, Legion of Merit (four awards), the Meritorious Service Medal (five awards), the Coast Guard Commendation Medal (three awards), the DOT 9/11 Medal, as well as numerous other personal, unit and Service awards. He is a registered Professional Engineer in the state of Washington.

REAR ADMIRAL MICHAEL F. MCALLISTER

Current Assignment

Jun 2016 – Present Commander, Seventeenth Coast Guard District, Juneau AK

Assignment History

Jul 2016 – Jun 2016 Deputy Director of Operations, U.S. Northern Command
May 2013 – Jul 2014 Director, Enterprise Strategic Management, CG Headquarters
May 2012 – May 2013 Executive Assistant to the Vice Commandant
Jul 2010 – May 2012 Executive Director, Deputy Commandant for Mission Support
Jul 2007 – Jun 2010 Commander, Sector Charleston
Jun 2005 – Jul 2007 CG Personnel Command, Chief Officer Assignments Branch
Jun 2004 – Jun 2005 CG-821, Program Reviewer, Deepwater & Operational Capabilities
Jun 2003 – May 2004 Duty Under Instruction, MIT Sloan Fellows Program
Jul 2000 – May 2003 CG Activities New York, Chief Operations (Response) Division
Jun 1998 – Jun 2000 Civil Engineering Unit Miami, Executive Officer
Aug 1997 – Jun 1998 Civil Engineering Unit Miami, Chief Field & Construction Branch
Jun 1995 – Jul 1997 CGC KEY LARGO, Commanding Officer
Jan 1992 – May 1995 Facilities Design and Construction Center Pacific, Project Manager
Aug 1990 – Dec 1991 Duty Under Instruction, University of Illinois at Champaign-Urbana
Jul 1988 – Jul 1990 CGC POINT STEELE, Commanding Officer
Jun 1986 – Jun 1988 CGC STEADFAST, Deck Watch Officer

Educational Summary

2003 - 2004 Massachusetts Institute of Technology, Masters of Business Administration,
1990 - 1992 University of Illinois, Masters of Science in Civil Engineering
1982 - 1986 US Coast Guard Academy, Bachelors of Science in Civil Engineering

Military Personal Awards and Significant National Recognition or Achievement

Personal military awards: DSSM, LOM (4), MSM (5), COM (3), DOT 9/11 Medal, LOC
2013, Promoted to flag rank
2002, CG Foundation Awards Dinner honoree (team), Secretary's Outstanding Unit Award
1999, Commandant's Quality "Silver" Award, Society of American Military Engineers Cowart
(unit) Award
1996, Witherspoon Inspirational Leadership Award nominee

Significant Current Professional Credentials or Recent Activities

2011 Graduate, DoS National Security Executive Leadership Seminar
2010 Advanced Boat Forces Operations Insignia
2004 Published Master's Thesis: *Change Leadership in the U.S. Coast Guard*
1996 Permanent Cutterman
1995 Professional Civil Engineer License, State of Washington
Extensive Type I & II (large scale) Incident Commander, Ops Section Chief experience