

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): Michael Johnston
2. Position to which nominated: Rear Admiral, Lower Half
3. Date of Nomination:
4. Address (List current place of residence and office addresses):

Home (Own) : Fairfax, VA

Work: 2703 Martin Luther King JR AVE SE STOP, Washington DC 20593-7202
5. Date and Place of Birth: April 11, 1967 in Philadelphia, PA.
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).

Darlene Johnston (spouse) Public Health Nurse, Fairfax County
Alyse Johnston (Daughter) 22

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

2010: NPS, Advanced Acquisition Program Certification (PMT352)
2008: MIT (SDM Fellow), Masters of Science in Management and Systems Engineering
1996: Georgia Tech, Masters of Science in Electrical Engineering
1990: USCGA, Bachelors of Science in Electrical Engineering
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.

June 15 – present: Executive Director for USCG Deputy Commandant for Mission Support, CAPT

Jun 14-Jun15	Deputy, Officer Personnel Management (OPM), Personnel Service Center, CAPT
May 11-Jun 14	Commanding Officer, Coast Guard Command, Control & Communications Engineering Center (C3CEN) Portsmouth, VA, CAPT
Jun 08-May 11	Deputy Program Manager, Acquisitions Directory (CG-9335), Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance Systems (C4ISR), CDR
Jun 07-Jun 08	Massachusetts Institute of Technology (MIT) Senior Service School, CDR
May 05-May 07	Commanding Officer, Electronic Systems Support Unit, New Orleans, LA, CDR
May 02-May 05	Deputy Group Commander, CG Group St. Petersburg, FL, LCDR
Mar 00- May 02	Aide to the Commandant of the U.S. Coast Guard, LCDR
Apr 96-May 00	Project Manager, C2CEN, Land Based Systems, LT
Jun 94-Apr 96	Duty Under Instruction, Georgia Tech, LT
Apr 92-Jun 94	Executive Officer, CGC AQUIDNECK, LTJG
May 90-Apr 92	Deck Watch Officer, CGC COWSLIP, ENS

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.

Grace Covenant Church
 VA, National Naval Officers Association
 CGA Alumni Association
 MIT Alumni Association

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. 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.

Please see the attached chronological biography

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.

MIT Thesis: "Improving the probability of effective organizational change in the Coast Guard through the combined use of System Dynamics and Enterprise Value Stream Mapping & Analysis," by Michael J Johnston, May 2008.

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?

The Rear Admiral position is one of leadership within the Coast Guard and so I think leadership is the demonstrated quality that is most important for the position. Admittedly, technical proficiency in one or more fields is also needed. I am not sure

what particular position I will be asked to fill, but I do know that several challenges are on the horizon for the organization including: Cyber, Acquisitions and Human Resources Management. As noted in my attached biography, I have experience in all of these areas. What may not be as readily apparent in my biography is the uniqueness of the experiences, the combination of them and my passion for the mission, organization and people - these are the reasons I wish to serve.

Getting back to leadership as the core competency of our flag corps, I believe my life lessons are what make me uniquely qualified. The formal education speaks for itself: Masters in Electrical Engineering from Georgia Tech (GT), Masters of Science in System Design and Management from Massachusetts Institute of Technology (MIT) and DHS Acquisition Program Management Level III certification. These are some good examples of documented technical proficiency. Complementing the formal education is the experience factor. Shortly after arriving into the acquisitions position, our team drove greater discipline into the design and management of the contract bringing it in line with cost, schedule and performance. We redesigned the complex command control and intelligence systems on the National Security Cutter to be more efficient and more easily supported. The success of these now operational units fills me with pride everyday knowing I had a key part to play in the design of the systems and the management of the acquisition. My follow on tour as Commanding Officer of C3CEN (Command Control & Communications Engineering Center) where I inherited the support for these new assets also helped me improve the efficiency of these cutters and all our systems as I had a complete life cycle view of each asset and system. We brought great synergy to our entire fleet of cutters and aircraft from a command and control engineering perspective. I believe these acquisition, engineering and cyber design skills will prove to be invaluable in the coming years for our organization as we move out on two of the most important acquisition programs for the Coast Guard, the Offshore Patrol Craft (OPC), the and the new ice breakers.

Those technical skills aside, I draw your attention to my time as Aide to the Commandant, ADM James Loy, from 2000 to 2002. Shadowing our top leader of this \$10Billion enterprise for two years and learning from one of our best is an extraordinary opportunity and an invaluable lesson. What is particularly important about my time in this position is that September 11th happened right in the middle and I was there to not only witness, but to play a key role in directing a transformation of our organization to meet the challenges head-on in a way that really inspired trust in the US and brought about worldwide change through the International Maritime Organization (IMO). That was transformative and really shaped my leadership style and continued growth for the years that followed.

Shortly after leaving this position I was selected to serve as Commanding Officer of the Electronics Support Unit in New Orleans, LA. We delivered support for all electronics, computer and communication systems from the Texas/New Mexico state line to Carrabelle Florida along the Gulf Coast. This was over 5000 users, 31 cutters and more than 170 units with a team of about 120 people. Two months after I

reported aboard, Hurricane Katrina destroyed most of our infrastructure, many of my team lost homes, friends and in the midst of all of this we had a mission to do. This was a time where those leadership lessons I learned proved invaluable as we worked to save people, restore services and heal our own wounds. I think the Coast Guard's superb performance and responsiveness is pretty well documented and I humbly submit that I and my team had a significant part to play in the successful response for this event. Leadership once again was the deciding factor and this event reinforced my passion for continuing to grow and master my leadership skills, adding tools with every experience, every book and course so that I can serve when needed. This commitment to continual learning has proven invaluable and I believe a requirement for success at the flag level.

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?

I understand that I would be responsible and accountable to the American people, Congress and the Administration to provide the best value with the resources allotted, to inform and educate our leaders on risks and to make those decisions that I have been entrusted to make with the Nation's best interest as our guiding light. I must ensure the system is set up to inspire, reward and measure the right things right. I must leverage my 30 plus years in this organization and my practical experience working in every mission area to help look into the future to ensure we are ready and live up to the motto Semper Paratus. I believe that our core values of honor, respect and devotion to duty capture the essences of what is expected and I have lived them even before I joined the Coast Guard. I think that is perhaps why it has always felt like home.

System Engineering and Management were the focus of my study at MIT. Almost all of the things we do call for the systems view, the discipline and measured approach that has led to so many successes. Management and accounting controls are what keep acquisitions on track, within scope, on time and within budget. That business sense has been instilled in every job I have had. The Coast Guard has given me opportunity after opportunity each one with greater responsibility, greater impact and greater accountability. From serving as Executive Officer of a 110' patrol boat with a crew of 17 to working directly for the Commandant as Aide for the entire organization I have continued to grow my expertise and leadership skills. As Commanding Officer of C3CEN, I was directly and personally responsible for a budget of \$200M per year and a staff of over 700 people. Now, as Executive Director for the Deputy Commandant for Mission Support (DCMS), I am responsible for the coordination of all activities for the 3 star admiral to acquire, maintain, & enhance all capability and services required for CG operations. We work to sustain a workforce of over 55,000 employees for Coast Guard missions. We leverage the 17,000 members and the \$6.5B DCMS enterprise to facilitate life-cycle support of platforms and systems, from acquisition to decommissioning. I directly lead the DCMS staff of

150 people harmonizing their efforts across the four Head Quarters directorates: Chief of Human Resources, Chief Engineer, Chief Information Officer and the Chief Acquisition Officer (CG-1,4,6,9), as well as the Director of Logistics (DOL) who manages all Coast Guard Bases and FORCECOM who manages all Coast Guard training centers and our enlisted accession source. I ensure and coordinate alignment with the Commandant's direction and the Deputy Commandant for Operations' (DCO) portfolio as well as resource management and strategic goals of the Department and the Commandant. My current position is the culmination of years of training and experience across the organization and I have been honored to be part of the development of strategies and the execution as well as the budgetary and intelligence meetings that drive our operations every day.

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

I believe three of the biggest challenges for the Coast Guard are:

- a. **CYBER:** The cyber domain is a real, porous and broad landscape that is attacked daily. As I listen to the daily intelligence briefs, I can't help but think of the boiling frog scenario; slowly, every day the temperature rises and yet the sense of urgency that we are being boiled alive is hard for people to understand. Every person's ignorance is a threat vector in this environment, because one click of the mouse can open the door. We need to get the Coast Guard cyber domain in order and we must also educate, regulate and facilitate industry's cyber domain as well. When I think back to DeepWater Horizon and see how something similar could be choreographed in the cyber domain; when I see how tankers carrying LNG could lose power while transiting and I understand that this too can be planned and executed in the cyber domain; when I realize the pervasiveness of computers and SCADA (supervisory control and data acquisition) systems in our industrial controls environment, I know that we need to turn our attention to this new domain with education, training, focus and funding. This is challenging because there are so many other threats, the Western Hemisphere, the Polar Region and others. That is why we need to attack this challenge with well thought out plans and partnerships. This domain will only grow in threats as the cost of entry for the enemy is low.
- b. **Human Resources:** Our people are our greatest strength. Surveys tell us that the well we draw from, those with a desire to serve and are fit to serve is getting smaller. The economy is getting better and for the first time in recent history we are on the verge of a major change to the retirement system. I don't know what this will mean for the organization but I know we must plan for it, we must ensure that the Coast Guard is a place that recruits, trains and more importantly retains the best talent. We have found that after some time in service people can take their benefits and leave when the assignments get too

tough. That time comes for every serviceman, the question will be; given the new system and benefits, will the right people stay long enough. We are currently losing people faster than we can recruit and those who gain critical skills: Cyber Techs, Machinery Techs, and Aviation Techs are even harder to keep. This is a pivotal point in the organization and we must lean forward in our approach to balance the needs of the member with that of the organization and the units. We must be transparent and creative in our methodologies for growing leaders and managing some very tough and diverse mission assignments. The people we are looking for, the people we are growing, the people we need in order to be successful are in high demand across industry and other services; this is the challenge we are facing now and it will only increase as the ability to leave with benefits before 20 years becomes the norm.

- c. **Acquisitions** are vital to the organization's ability to continue to meet the Nation's rising need for our services. With the growing number of threats in the Western Hemisphere that has some of the most violent countries in the world, protecting our borders from drugs, migrants and terrorists is an imperative. At the same time, aggressive posturing in the Polar Regions by several nations requires Coast Guard engagement. In a budget constrained environment, this is a difficult time for the Coast Guard to embark on some of the biggest acquisitions in Coast Guard history. Keeping these programs on track and in budget while maintaining our aging cutters until these new assets come on line is our challenge. We must maintain the trust of the American people and Congress as good stewards and ensure the proper balance in this very dynamic environment of budgets, threats and time.

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 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.

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.

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.

None

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.)

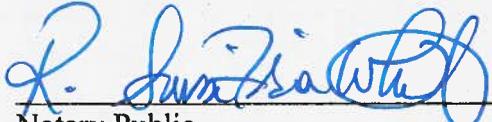
F. AFFIDAVIT

Michael Johnston 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 15 day of November, 2016



Notary Public

R. SUMITRIA WHITE
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires January 14, 2018



CAPT Michael Johnston
DCMS Executive Director

Captain Michael Johnston assumed the duties of the Executive Director to the Deputy Commandant for Mission Support (DCMS) in June 2015. DCMS leads the 17,000-person organization that delivers the systems and people that enable the U.S. Coast Guard to efficiently and effectively perform its operational missions. DCMS is responsible for all facets of support for the Coast Guard's diverse mission set through oversight of human capital, lifecycle engineering and logistics, acquisitions, information technology, and security.

Previous to this assignment, CAPT Johnston served as the Deputy at Officer Personnel Management (OPM) at the Personnel Service Center, where he was responsible for managing all aspects of the Coast Guard's officer corps.



CAPT Johnston graduated from the United States Coast Guard Academy in 1990 with a Bachelors of Science in Electrical Engineering. After serving two consecutive tours afloat, he was selected to attend the Georgia Institute of Technology to complete his Masters in Electrical Engineering. Following graduate school, he was a plankowner at the CG Command & Control Engineering Center (C2CEN) as a project manager and senior network engineer.

CAPT Johnston served as Aide to the Commandant of the Coast Guard from 2000-2002, during two incredibly challenging years for the Coast Guard and the United States of America. During this time, he worked to restore the nation to normalcy following the 9/11 attacks and helped to transition the Coast Guard into the newly-formed Department of Homeland Security.

CAPT Johnston then served as Deputy Group Commander for Group St. Petersburg, Florida, working closely with members of the Regional Domestic Task Force, coordinating operations with partner agencies, and restructuring the Group into a Sector Command. He then reported as Commanding Officer to Electronics Systems Support Unit, New Orleans, LA just two months before Hurricane Katrina. He coordinated response, recovery, and repair efforts for all command and control systems that spanned across the Gulf Coast from Mexico to Florida, encompassing nearly 170 units.

In 2008, CAPT Johnston graduated with a Masters of Science in Management and Systems Engineering from the Massachusetts Institute of Technology (SDM) program. He went on to serve as the Deputy Project Manager for C4ISR Systems in the acquisitions directory. During this tour, he was responsible for fielding significant capabilities to the National Security Cutter, C130 aircraft, and C144 aircraft. In addition, he completed the Naval Post Graduate School's Advanced Acquisition Program and was certified by DHS as a level III Program Manager.

From 2011 to 2014, CAPT Johnston served as the Commanding Officer of the Coast Guard's Command, Control, and Communications Engineering Center (C3CEN), overseeing more than 700 employees and \$200M annual budget. He was responsible for the development, deployment, sustainment, logistics support, training, and configuration management for all C3 systems, sensors, and Navy Typed electronic equipment in the Coast Guard.

Date updated: 07/21/2016

REAR ADMIRAL Michael J. Johnston

Current Assignment: Executive Director to the Deputy Commandant for Mission Support

Assignment History :

Jun 14-Jun15 Deputy at Officer Personnel Management (OPM) at the Personnel Service Center, CAPT
May 11-Jun 14 Commanding Officer, Coast Guard Command, Control & Communications Engineering Center (C3CEN) Portsmouth VA. CAPT
Jun 08-May 11 Acquisitions Directory (CG-9335), Deputy Program Manager, Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance Systems (C4ISR), CDR
Jun 07-Jun 08 Massachusetts Institute of Technology (MIT) Senior Service School, CDR
May 05-May 07 Electronic Systems Support Unit, New Orleans, LA. Commanding Officer, CDR
May 02-May 05 CG Group St. Petersburg, FL, Deputy Group Commander, LCDR
Mar 00- May 02 G-C, Aide to the Commandant of the U.S. Coast Guard, LCDR
Apr 96-May 00 C2CEN, Project Manager, Land Based Systems, LT
Jun 94-Apr 96 Georgia Tech, Duty Under Instruction, LT
Apr 92-Jun 94 CGC AQUIDNECK, Executive Officer, LTJG
May 90-Apr 92 CGC COWSLIP, Deck Watch Officer , ENS

Educational Summary:

2010: NPS, Advanced Acquisition Program Certification (PMT352)
2008: MIT (SDM Fellow), Masters of Science in Management and Systems Engineering
1996: Georgia Tech, Masters of Science in Electrical Engineering
1990: USCGA, Bachelors of Science in Electrical Engineering

Military Personal Awards and Significant National Recognition or Achievement

6/24/2015 Meritorious Service Medal
6/19/2014 Meritorious Service Medal
6/19/2014 CG Meritorious Unit Comm Ribbo
7/9/2012 CG Meritorious Team Comm Ribbo
2/15/2012 BEYA Award (CG winner Black Engineer of Year Award)
10/28/2011 CG Meritorious Team Comm Ribbo
3/24/2011 Meritorious Service Medal
5/25/2009 CG Meritorious Team Comm Ribbo
4/25/2007 Meritorious Service Medal
6/24/ 2007 NNOA National Mentoring Award
10/4/2006 CG Unit Commendation Ribbon
5/25/2006 CG Presidential Unit Citation
4/13/2006 CG Meritorious Unit Comm Ribbo
12/6/2005 Armed Forces Service Medal
12/6/2005 Humanitarian Service Medal
6/21/2005 CG Commendation Medal
1/30/2005 Global War Terror Service Medl

12/2/2004	CG Meritorious Team Comm Ribbo
9/11/2002	DOT 9-11 Ribbon
5/21/2002	Meritorious Service Medal
5/15/2002	National Defense Service Medal
8/3/2001	CG Meritorious Team Comm Ribbo
4/1/2000	CG Commendation Medal
11/3/1994	DOT Outstanding Unit Award
12/11/1992	Humanitarian Service Medal
8/4/1990	CG Bicentennial Unit Comm Ribb

Significant Current Professional Credentials or Recent Activities

DHS Program Management level III Certified

ICS 200, 300 & 400 NIIM Cert

NRP 700/800 Cert

Emergency Incident Response Planning Cert

ITIL Level 1 Certification