

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.

My answers in blue

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used): Andrew Scott McKinley
2. Position to which nominated: Director, Coast Guard Reserve and Military Personnel
3. Date of Nomination: 23 October 2017
4. Address (List current place of residence and office addresses):



5. Date and Place of Birth: 04/04/1961 Doylestown, 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).
 - a. Cathy Elaine McKinley - retired in April 2012
 - b. Anne E. McKinley – 29 year old daughter
 - c. Ryan S. McKinley – 27 year old son
 - d. Brandon Buck – 43 year old step son
 - e. Nicole Tracy – 39 year old step daughter
7. List all college and graduate degrees. Provide year and school attended.
 - a. 1985 George Mason University – Bachelor of Science, Business Management.
 - b. 2010 Northwestern University – Police Staff & Command College.
 - c. 2012 American Military University – Masters, Homeland Security (working towards degree completion).
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.
 - a. I have been a Coast Guard Reservist since 1987.
 - b. From 1992 to 2016, I was a police officer for the City of Reynoldsburg. I retired in March 2016 as a Lieutenant.

- c. From 1985 to 1987, I worked in the telecommunication industry first for Satellite Business Systems and then for MCI Corporation and ROLM Corporation (all in entry level capacities).

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.

- a. 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.

- a. I served as the "Squadron Commander" of the Virginia Beach Sail & Power Squadron, a boating safety organization. Dates held March 2015 to March 2016.
- b. I serve as the Trustee on my mother's irrevocable trust.

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.

- a. Life member in the ROA (Reserve Officers Assoc.) 1998 to present.
- b. Past member of the MOA (Military Officers Assoc.) 2004-2007.
- c. Past member of the U.S. Navy League, mid 2000.
- d. Current member of the Virginia Beach Sail & Power Squadron (boater education group) from 2014 to present.
None of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.
- e. General member of the St Pius X Catholic Church Knights of Columbus in Reynoldsburg, Ohio (a charitable fraternity) 2003 to 2012. The Knights of Columbus does restrict membership based on religion and sex. It is an organization for Catholic men.

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.

- a. None.

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.

a. None.

15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

a. I have thirteen military personal decorations to include

i. five Meritorious Service Medals

ii. three Coast Guard

iii. one Navy and one Joint Commendation Medals

iv. two Coast Guard, one Navy and one Joint Achievement Medal

v. Combat Action Ribbon.

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.

a. I have authored a "Commander's" column in the monthly newsletter for my U.S. Power Squadron in 2015.

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.

a. 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?

a. I have been a member of the Coast Guard Reserve for over 30 years. I have been assigned to a wide variety of operational and staff assignments that have provided a diverse background to understand and manage this program. I have been selected from a highly competitive field of peers by a board to serve in this position. I have the capacity and desire to serve in a leadership role in the Coast Guard Reserves.

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?

a. I have a proven track record of managing large organizations in both civilian and military settings. In my civilian job, the last position I held was as Acting Chief of Police. I was the chief executive managing an entire police agency

consisting of over 60 police officers and civilian and a \$6M budget. I reported to the elected Mayor of the city in which I served. I was selected to fill this position due to my qualifications and performance.

- b. In the Coast Guard Reserve, I was the Commanding Officer of a 130 person deployable unit that responded in the aftermath of Hurricane Katrina. I served as the senior reserve officer for a Coast Guard sector with 100 reservists. I also served as the senior reserve officer for a Coast Guard district with over 400 reservists. I was the subject matter expert and advisor to the operational commander in both cases. As a Coast Guard Flag officer, I was selected to lead the implementation effort for the Commandant's Human Capital Strategy. This was an enterprise wide effort to instill and accomplish the change management necessary to ensure that the Coast Guard continued to recruit, train and retain the best workforce going into the future.

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

- a. The aging cutter fleet - The Coast Guard has an aging cutter fleet that has not been re-capitalized at an acceptable rate. As a result, our organization must invest a higher percentage of our budget on maintenance of these aging platforms rather than on things like human capital or direct operations. This makes us less effective and proficient than we could otherwise be.
- b. We must learn to operate in a resource scarce environment - The Coast Guard, as do all federally funded agencies, must learn how to operate more efficiently in a sequestration constrained resource environment. This means we must endeavor to identify cost cutting strategies that will allow us to be more proficient in the execution of our 11 legally mandated missions.
- c. The Coast Guard needs to make a better effort to diversify its workforce - The Coast Guard has struggled with our goal to employ a workforce that is representative of our society in terms of racial, gender and ethnic background. I think it can be said of any entity that if you do not adapt to changes within your society, you lose relevance. You also miss the opportunity to take advantage of the resources and talent that fall within those groups that are underrepresented.

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.
 - a. 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.
 - a. 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.
 - a. 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.
 - a. 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.
 - a. 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.
 - a. Yes, I have been named in several citizen complaints and one law suit from citizens during the course of my employment as a police officer. Note: Almost every officer in the course of their employment gets complaints from time to time. I believe that I had a total of five complaints in 21 years of service as a police officer. All were investigated per policy and none were substantiated. The one law suit was dismissed by a judge as frivolous.
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.
 - a. 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.
 - a. Yes, in 1997 or 1998 as a police employee, the police union filed a grievance on my behalf to include one other military reservist/police employee for back pay due as a result of reserve military duty. We won the grievance and were awarded back pay of less than \$5,000.
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.
 - a. 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.
 - a. 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?
 - a. No.
7. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.
 - a. None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees?
 - a. 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?
 - a. 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?
 - a. 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?
 - a. Yes.

(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Andrew S. McKinley 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.

Andrew S. McKinley

Signature of Nominee

Subscribed and sworn before me this 2nd day of November, 2017

R. Sumitria White

Notary Public

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





Rear Admiral Andrew S. McKinley

Acting Director, Reserve & Military Personnel
U.S. Coast Guard



As the Director of Reserve and Military Personnel, Rear Admiral McKinley is responsible for the development and oversight of military personnel policy programs to recruit, manage, shape and support approximately 7,000 Coast Guard Reserve component members and more than 40,000 Active Duty members.

Prior to this assignment, RDML McKinley served as the Human Capital Strategy Implementation Lead for the Coast Guard. Previous assignments include Contingency Operations Branch Chief at Atlantic Area providing program management for Coast Guard forces in the Arabian Gulf; Senior Reserve Officer at the Ninth Coast Guard District: Executive Assistant to the Deputy Unified Area Commander during the Deepwater Horizon oil spill response: Senior U.S. Military Observer to the United Nations Mission for Stabilization operation in Haiti: Senior Reserve Officer at Sector Upper Mississippi River: Commanding Officer of Port Security Unit 309: Ninth District Command Center watch stander and as a D5 LEDET Team Leader supporting counter-narcotic operations in the Caribbean and deploying on the USS FIFE for four months in the Arabian Gulf as part of Operation Desert Storm. He acted as the ship's Conning Officer during Tomahawk missile firing combat operations. As a reserve officer, he has been mobilized in support of contingency operations five times to include Operation Southern Watch in Bahrain, Operation Iraqi Freedom in Kuwait and Iraq, Hurricane Katrina, the Deepwater Horizon oil spill and the response to the 2010 earthquake in Haiti.



RDML McKinley holds a Bachelor of Science degree in Business Management from George Mason University. He graduated from Coast Guard Officer Candidate School in 1987. He is a 2010 graduate of Northwestern University's Staff and Command College; he is a 2016 Fellow of Harvard University's Kennedy School National Preparedness Leadership Initiative for Executives. In 2012, RDML McKinley retired as the Acting Chief of the Reynoldsburg Division of Police.

RDML McKinley's personal awards include four Meritorious Service Medals, three Coast Guard Commendation Medals, a Navy and Marine Corps Commendation Medal, a Joint Service Commendation Medal, two Coast Guard Achievement Medals, one Navy and Marine Corps Achievement Medal, one Joint Service Achievement Medal, the Coast Guard Combat Action Ribbon and the Coast Guard's Law Enforcement Detachment and Port Security (Officer) qualification badges.

Rear Admiral Andrew S. McKinley

Current Assignment

Jun 17 – present Acting Director, Coast Guard Reserve & Military Personnel

Assignment History

Apr 16 – Jun 17 U.S. Coast Guard Human Capital Strategy Implementation Lead
May 12 – Apr 16 Contingency Operations Branch Chief, CGLANTAREA, Portsmouth, VA
Jul 10 - May 12 Senior Reserve Officer, Ninth Coast Guard District, Cleveland, OH
Oct 07- Jul 10 Senior Reserve Officer, Sector Upper Miss. River, St. Louis, IL
Nov 04 - Oct 07 Commanding Officer, Port Security Unit 309, Port Clinton, OH
May 02 - Nov 04 Executive Officer, Port Security Unit 309, Port Clinton, OH
Jul 01 - May 02 Mobility Action Officer, USTRANSCOM, Scott Air Force Base, IL
Dec 96 - Jul 01 Operations Officer, Port Security Unit 309, Port Clinton, OH
May 91 - Dec 96 Search & Rescue Coordinator, Ninth Coast Guard District, Cleveland, OH
May 89 - May 91 Law Enforcement Detachment Team Leader, Group Cape Hatteras, NC
July87 - May 89 Commandant/Personnel Services-2

Educational Summary

Dec 2016 Harvard's Kennedy School's NPLI Fellow
Dec 2013 U.S. Army War College – Joint Sr. Reserve Component Officer Course
Sep 2012 U.S. Naval War College – Operational Support Strategy & War Course
Nov 2010 Northwestern University, Police Staff & Command College
Jun 2007 National Defense University – Joint Interagency Security Course
Mar 2004 National Defense University – Reserve Component Nat'l Sec. Course
Sep 2000 U.S. Naval War College – Reserve Officer Joint Military Ops Course
Sep 81 - May 85 George Mason University, B.S. Business Management

Military Personal Awards and Significant National Recognition or Achievement

2016 Coast Guard Meritorious Service Medal
2012 Coast Guard Meritorious Service Medal
2010 Coast Guard Commendation Medal
2009 Joint Service Commendation Medal
2007 Coast Guard Commendation Medal
2007 Coast Guard Meritorious Service Medal
2006 Coast Guard Commendation Medal
2004 Coast Guard Meritorious Service Medal
2002 Joint Service Achievement Medal
2001 Navy Commendation Medal
2000 Coast Guard Achievement Medal
1997 Coast Guard Achievement Medal
1991 Combat Action Ribbon
1991 Navy Achievement Medal

Significant Current Professional Credentials or Recent Activities

2012 Officer Specialty Code – Defense Ops/Readiness
2012 Officer Specialty Code – Ops Ashore - Readiness
2010 Armed Forces Reserve Medal w/5 mobilization devices
2002 Coast Guard Port Security Insignia
2000 Coast Guard TACLET/LEDET Insignia

Rear Admiral Andrew S. McKinley – Description of Duties for past 3 years.

Apr 16 – Jun 17 – Human Capital Strategy Implementation Lead

The *Human Capital Strategy* is a 10-year, enterprise wide strategy to coordinate force planning and talent management so that the service can continue to recruit, train and retain the absolute best active, reserve, civilian and auxiliary workforce in the world.

May 12- Mar 16 - Chief, Contingency Operations Branch, LANT-39

Branch Chief/program manager for the Coast Guard's largest overseas command, Patrol Forces Southwest Asia (PATFORSWA). Unit consists of six 110' patrol boats, shore side support, and the Maritime Engagement Team consisting of over 260 deployed personnel. Coordinates program policy, budgeting, maintenance, logistics, identifies training requirements and administrative support for deployment to a combat zone. Provides policy guidance, subject matter expertise to the Atlantic Area Commander, support and oversight of Coast Guard forces serving in the Arabian Gulf.