

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 J. Johnston
2. Position to which nominated: Rear Admiral
3. Date of Nomination: January 30, 2019
4. Address (List current place of residence and office addresses):



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) 24
Isaiah Johnston (Son) 19

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.

May 2017- Present: Director of Acquisition Programs & Program Executive Officer

June 15 – May 2017: 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.

Coast Guard Academy Board of Trustees (2018)

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?

Rear Admiral and the Coast Guard Chief of Acquisitions is a critical function for the organization. For the last two years I have served as the Coast Guard's Program Executive Officer, managing all the major and minor acquisitions. We are in the middle of recapitalizing our aging fleet and systems. In this dynamic environment getting the right capability into the hands of our front line operators as quickly and efficiently as possible has been the focus of both our strategic and tactical objectives. Providing our support personnel with the latest tools for optimizing our logistics systems are business imperatives that we have set as a fundamental line of effort for success. I have been partnering with the Head of Contracting, the current Chief of Acquisitions, the Chief of Capabilities and the Chief of Engineering Logistics on a daily basis. These relationships, our accomplishments and the shared vision of where we need to go will serve the organization well in my new position. Capitalizing on many lessons learned by our acquisition professionals and expanding that throughout the organization to the pointy end of the spear for procurements in both process and tools will make us better, faster, and more responsive.

This fleet up from Program Executive Officer (PEO) to Chief Acquisition Officer (CAO) is a natural progression of responsibility and leadership and more importantly the foundation of the PEO position will allow me to focus more time and effort on the leadership challenges of the organization. DOD, DHS and our Industry partners are continuously changing to reflect the dynamic environment and in order to be successful we must be attuned to those changes and be responsive to our workforce. We must balance our long term strategic objectives and our short term tactical needs with precision. Leveraging the network I have been establishing over the last 20 years and in particular the last two, I believe, will bring the most value to the organization and Nation and that is my goal.

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.

Leading through leaders has been a guiding principle to managing and the current acquisition workforce spread throughout the US. We have been working to set up expectations, processes, paths for deviations and trust up the chain of command by

workforce, so they feel comfortable coming forward with ideas as well as issues. We have also been building trust with our many partners in industry, other CG directorates, DHS and other government agencies to create a network of early warning signs and best practice champions who will expand the knowledge base and raise the level of performance for all. We have momentum and moving into this higher position will build on that solid foundation and continue to grow and improve.

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. **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. We are on the cusp of four of the most critical acquisitions programs that will define CG Operations for the next 40 years and getting those right are critical to the organizations success. Polar Security Cutter (PSC), a vital asset critical for the Nation. Visible presence in the Arctic is imperative for our sovereignty and the safety of our people and resources. Offshore Patrol Craft (OPC), the workhorse of the CG for the majority of at sea operations. The Water Ways Commerce Cutter (WCC), an unsung hero to our national infrastructure that holds up our economy which is born on our waterways. These assets facilitate trillions of dollars of commerce. As we have seen, when a port closes we have days till its impacts are felt throughout the Nation. These are a must for our continued prosperity as a Nation. Electronic Health Records for our troops, is also an imperative. We have partnered with DOD and VA and are driving toward fielding. Getting this right will save countless hours and issues for our members and will provide lifesaving information on demand when it is most needed, an emergency. We have many other acquisitions going on and all of them are important but these will be transformative for our Nation and our Coast Guard.
- b. **Human Resources:** Our people are our greatest strength. We are in a fight for talent with some of the best organizations in the world and 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. In the end, leadership at the executive level and at the local levels are what makes a difference. This is what gets people to stay or makes them leave. 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. I believe our strategic advantage here are our leaders and our missions. Leadership has been my field of study and passion for the last 15 years and I know the impact it can have and I have committed myself to the goal of inspiring this passion for leadership in others.

- c. **CYBER:** The cyber domain is a real, porous and broad landscape that is attacked daily. 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. As we mature our management of this threat it has become apparent that the root cause of issues when traced can go as far back as the procurement of an item from a third tier vendor. With Cyber being the most dynamic environment we work in, changing the mindset to view this as another domain that we must protect, fight in and facilitate will take all hands on deck. It will take knowledgeable leadership that understands these issues and can articulate them in a way that translates to the deck plate. This is the challenge of the day. There are a lot of things on the horizon, Artificial Intelligence, Automated Systems, Virtual Enhancements and many more. This domain is perhaps our greatest risk and our greatest opportunity.

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.

On February 8, 2019, while departing a government garage, the rear of my truck bumped the car parked next to me. I perceived no damage but I later learned that was incorrect. I resolved the issue with the owner of the vehicle. The matter did not result in adverse action.

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

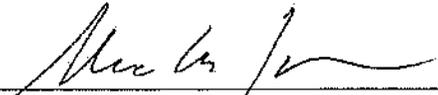
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

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

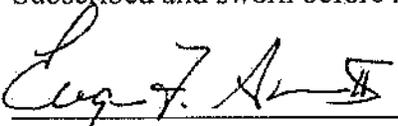
F. AFFIDAVIT

Michael J. 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.



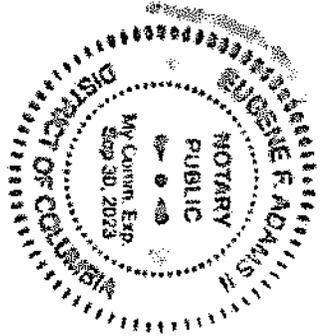
Signature of Nominee

Subscribed and sworn before me this 15th day of February, 2019



Notary Public

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





Rear Admiral Michael J. Johnston

Director of Acquisition Programs &
Program Executive Officer (PEO)
U.S. Coast Guard



Rear Admiral Johnston currently serves as the U.S. Coast Guard's Director of Acquisition Programs and Program Executive Officer (PEO). His duties include management oversight of all Coast Guard acquisition programs and projects for the modernization and recapitalization of surface, air, command and control, and logistics assets in support of the Coast Guard's multiple maritime missions.

Rear Admiral 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 attended the Georgia Institute of Technology to complete a Master of Science in Electrical Engineering. He then served as a project manager and senior communications network engineer for the Vessel Traffic Systems and the Differential Global Positioning System.

He was selected to serve as Aide to the Commandant of the Coast Guard from 2000-2002. During this tumultuous timeframe, his work helped restore the Nation to normalcy following the 9/11 terrorists attacks. He also helped to transition the Coast Guard into the newly-formed Department of Homeland Security.

Rear Admiral Johnston went back to operations as the Deputy Commander for Group St. Petersburg, FL coordinating operations with partner agencies and restructuring the unit into a Sector Command. Following this assignment, he reported as Commanding Officer of the Electronics Systems Support Unit in New Orleans, LA; just two months before Hurricane Katrina. He coordinated response, recovery, and repair efforts for all command and control systems across the Gulf Coast from Mexico to Florida.

In 2008, Rear Admiral Johnston graduated from the Massachusetts Institute of Technology with a Master of Science in Management and Systems Engineering. A DHS Level III Acquisitions Program Manager, he went on to serve as the Deputy Project Manager within the Coast Guard Acquisitions program, delivering significant capabilities to the newest cutters and aircraft for the Service.

From 2011 to 2014, Rear Admiral Johnston served as the Commanding Officer of the Coast Guard's Command, Control, and Communications Engineering Center. He was responsible for the development, deployment, sustainment, logistics support, training, and configuration management for all C3 systems in the Coast Guard.

He served in Officer Personnel Management; then, in June 2015, he was selected to serve as Executive Director for the Deputy Commandant for Mission Support (DCMS), responsible for staffing, training and equipping the Coast Guard for its missions.

Date updated: 02/15/2019

CAPTAIN MICHAEL J. JOHNSTON

Current Assignment: Director of Acquisition Programs & Program Executive Officer

Assignment History :

| | |
|----------------|---|
| Jun 15-May 17 | Executive Director to the Deputy Commandant for Mission Support |
| Jun 14-Jun 15 | 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

| | |
|------------|--|
| 4/27/2017 | Legion of Merit |
| 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