

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): Melvin William Bouboulis, "Mel", "Mel Bouboulis", "M. W. Bouboulis"
2. Position to which nominated: Rear Admiral
3. Date of Nomination:
4. Address (List current place of residence and office addresses):



Office:
Commandant (CG-4)
U.S. Coast Guard, Stop-7714
2703 Martin Luther King, Jr., Ave., S.E.
Washington, DC 20593-7714

5. Date and Place of Birth: 03 December 1963, Somers Point, NJ
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).

Michelle Ann Bouboulis, Occupational Therapist, INOVA Mount Vernon Hospital, Alexandria, VA

Melvin Scott Bouboulis, son, 19 yoa

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

2000	Master of Aeronautical Science, Purdue University
1990	Naval Flight Aviator, Pensacola, FL
1987	Bachelors of Science in Civil Engineering, U. S. Coast Guard Academy

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.

2017 – Present	Commandant (CG-4), Chief, Office of Engineering and Logistics
2014 – 2017	D8 Command Cadre (d), Chief of Staff
2011 – 2014	Commandant (CG-41), Office Chief
2008 – 2011	CG AIRSTA Borinquen, Commanding Officer (CO)
2006 – 2008	CG AIRSTA Corpus Christi, Logistics Officer, Air Station Executive Officer, CO of Military Enlisted Personnel
2004 – 2006	ATC Mobile, Engineering Div Chief
2002 – 2004	ARSC HC-130, Product Line Div Chief
2000 – 2002	ARSC HC-130, Product Line Engineering Cell Leader
1998 – 2000	Post Graduate Training by G-SEA – Purdue, Univ School of Aeronautics and Astronautics Engineering
1994 – 1998	CG AIRSTA North Bend – Assistant Aeronautical Engineering Officer, Duty Pilot
1990 – 1994	CG AIRSTA New Orleans – Law Enforcement/Comms Officer, Public Works Assistant Dept. Head, Duty Pilot
1989 – 1990	CGLO Pensacola – Naval Flight Training
1987 – 1989	CGC CONIFER – Deck Watch Officer, Communications & Operations Department Head

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.

Boy Scouts of America (2001-2011) - served in various positions in various locations, Cub Scout Leader, Den Leader, Assistant Scout Master, and Charter Representative.
Coast Guard Aviation Association (2008-Present)

Church member - Grace Community, Mobile, AL (2004-2006)
Yorktown Baptist, Corpus Christi, TX (2006-2008)
Chapel By the Sea, Borinquen, PR (2008-2011)
Burke Community Church, Burke, VA (2011-2014)
Attended various churches without formal membership,
New Orleans, LA (2014-2017) and
Groveton Baptist Church (2017-Present)

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.

Military Personal Awards and Significant National Recognition or Achievement

2017	CG Legion on Merit
2014	CG Meritorious Service Medal
2011	CG Meritorious Service Medal
2006	CG Meritorious Service Medal
2004	CG Meritorious Service Medal
2008	CG Commendation Medal
2006	CG Commendation Medal
1997	CG Achievement Medal
2011	Army Achievement Medal
1998	Commandant's Letter of Commendation

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.

None - only Coast Guard related items.

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.

3 Oct 2017, testified before Coast Guard and Maritime Transportation Subcommittee regarding "Building a 21st Century Infrastructure for America: Coast Guard Stakeholders' Perspectives and Jones Act Capabilities."

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?

Considering the U.S. Coast Guard's and DHS's missions, programs and operational objects, I believe I have the background and experience to effectively serve as a senior executive leader and desire to serve in that role to help lead the CG in meeting those objectives, ensure our national safety, security and prosperity, and prepare the Service and Nation for future challenges.

I have proudly served in the U.S. Coast Guard for over 30 years in various assignments ranging from performing front line operations and providing mission support, to leading people, units, and programs at field, district and headquarters levels. As an aviator, my roots are planted in the response and operationally oriented missions of our Service. Through that experience, I gained deep understanding of operational risk management, and appreciation of the importance of maintaining adaptable, flexible response capability across the Service. As an Aeronautical Engineer and DHS Acquisition professional, I understand the importance and nuances of robust mission support, systems engineering and deliberate planning to ensure current and future operational success. Over my years as a senior officer, I also gained broad exposure to the CG's prevention, regulatory, and law enforcement oriented missions, and have worked in depth across many of the more complex issues within the marine safety, environmental protection, and law enforcement fields. My experiences in these areas affirms my belief that the CG's greatest value proposition to the citizens of the United States lies within our unique blend of authorities as both an armed service and federal law enforcement agency. My diverse geographic

assignments provided me experience in various operational environments and include the East, West, and Gulf Coasts, Heartland and Caribbean.

My biography lists my assignment history. I currently serve as the Assistant Commandant for Engineering and Logistics (CG-4). As the Coast Guard's "Chief Engineer", I am responsible for all naval, aeronautical, civil and industrial engineering and logistics for the service's 23,000 facilities, 230 ships, 1,800 boats and 200 aircraft. Previously, I served as the Eighth District (D8), Chief of Staff, overseeing operations, personnel, and financial and mission support for 7 Sectors and 96 units across 26 states and the Outer Continental Shelf of the Gulf of Mexico with over 10,000 active duty, reserve, civilian, auxiliary, and contract personnel. I led the support program for the CG's aviation fleet as Chief, Office of Aeronautical Engineering, commanded an OCONUS air station and, as Engineering Office for the CG's Aviation Training Center, provided aviation capability nation-wide to include our response to Hurricane Katrina during my tour.

I firmly believe, as stated in the Commandant's Strategic Plan; "The United States Coast Guard is on the front lines of our Nation's effort to protect the American people, our homeland, and our way of life. ... [and] ... a unique instrument of national power." We face many challenges as a Service and Nation which require experienced, determined servant leaders. I strongly desire to continue to serve our Nation, and believe I can help lead the Coast Guard in meeting those challenges by serving as a senior executive leader and Flag Officer.

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 fully support and am committed to assisting the Commandant and the USCG Chief Financial Officer (CFO) in establishing effective and efficient management and financial accounting controls. I believe it is my responsibility to support the CFO in achieving our organizational objective of a clean CFO Audit, while continuing efforts to update our financial management systems to reflect contemporary controls and procedures for financial accounting and property management. As Chief Engineer, I am responsible for an annual budget of \$1 billion, and 5000 personnel assigned to Coast Guard Headquarters, Aviation Logistics Center, Surface Forces Logistics Center, Shore Infrastructure Logistics Center, and the CG Yard as well as the CG's energy, environmental and logistics support programs. As an Assistant Commandant (CG-4), I actively participate in all aspects of senior CG leadership ranging from strategic planning and providing operational support to budget development and execution. I oversee my Directorate's portion of the CG's enterprise risk management and internal and operational controls program. As D8, Chief of Staff, I was responsible for the administration and oversight of Coast Guard activities in the Gulf Coast and Heartland region (26 states, 900 miles of coastline, 10,300 miles of inland navigable waters, Outer Continental Shelf and TX/MX international border and Southern Maritime Boundary Line). This includes overseeing the management of

a \$42M operating budget, and directing 4400 active duty and reservists, 350 civilians and 6000 Auxiliarists assigned to the District's 7 Sectors, 40+ Cutters and 4 Air Stations. As Chief, Office of Aeronautical Engineering, I was responsible for the CG's Aviation support program providing engineering and technical services, airframe and component maintenance and repair, supply chain management, and information technology for the CG's aviation enterprise (\$350M annual budget, 27 Air Stations operating 200 aircraft, Aviation Logistics Center (ALC) and 2500+ personnel). I also provided overall aviation program and personnel management, strategic guidance and acquisition program support including systems engineering design, life cycle cost considerations, and operational test and evaluation plans to acquire, upgrade and field new aviation assets and capability. In all those efforts, I kept responsible management and accounting a top priority.

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

Our Commandant has established "the framework for a Ready, Relevant, and Responsive Coast Guard to address America's most complex maritime challenges across the full spectrum of maritime operations." In keeping with that strategy, I see our top three challenges as:

I. Steadying and right-sizing the Service: DHS and the CG have undergone significant change over the past several years and change will continue. Valuable initiatives such as acquisition and financial management reform, CG mission support modernization, and DHS unity of effort and joint task force initiatives promise improvement to services, management, and operations; however, these changes also present significant stress and strain particularly for field level units/personnel. Continued pressure of the decremental budget climate presents additional challenges to our personnel and adversely affects perform. Senior leadership must continue to drive towards a steady, right-sized, efficient and effective organizational structure that maximizes mission and service delivery.

II. Recapitalizing aging assets and infrastructure: The CG has robust plans to recapitalize aging assets; however, those plans are challenged by our national fiscal environment. Our fleets continue to age with many of our cutters well beyond their designed and service lives; our helicopter fleets are close behind; while, like our Nation at large, other key systems and infrastructure are clearly in need of replacement. As we make progress to improve and reform our acquisitions program, senior leadership must continue efforts to recapitalize our cutters, aircraft, Command, Control, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems and, as importantly, our information and shore infrastructure. This will require dedication and resolve to balance operational and support requirements with fiscal realities as well as deliberate mission prioritization and risk management to ensure continued high performance across our mission sets.

III. Maintaining proficiency and focus on people: Our service has experienced a significant amount of pressure over the past years. Since September 11th, 2001, our missions have expanded; we have surged to meet national level challenges (Hurricanes Harvey/Irma/Maria, Sandy, and Katrina, the Haiti earthquake, the BP/Deepwater Horizon oil spill ... the demands continue daily). While these responses clearly show the CG's great value to the American public (i.e. timely, adaptable, nimble and highly effective response), growth in mission and demand for CG services via surge response, particularly in light of continual budget and organizational change pressures, threatens overall readiness and our ability to provide that flexible, nimble response. It is imperative senior leadership ensure the required doctrine, training, resources, and mission support exists to keep our workforce proficient to perform missions and maintain readiness for large scale surge responses. We must ensure missions are right-sized for available workforce and resources. Finally, but most important, we must keep focus on our people and their families. People are our greatest and most valuable resource. Given the many challenges above, we must lead, manage and support them while ensuring reasonable, equitably distributed workloads to avoid disenfranchisement and maximize individual value and ownership. Our people define both our Government and Nation.

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.

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.

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.

Yes - (see question 4: no other incidents)

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.

Yes. In 1988, I was arrested for driving under the influence after consuming alcohol. No property damage or personal injury were incurred by anyone. I was 24 years old and an Ensign in the U.S. Coast Guard. I reported the incident to my chain of command which took no action. I did not contest the charge in the Municipal Court in Orange County, CA, which suspended my license for 90 days, imposed a \$390 fine, and required that I take a driving safety course. I have had no other encounters with law enforcement since.

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.

Sector San Juan convened an administrative investigation in June, 2011, into anonymous allegations that a pilot violated Coast Guard alcohol use policy by consuming alcohol within 12 hours of standing duty, that the pilot was subsequently intoxicated on duty, and that Air Station Borinquen's command cadre knew of the matter but failed to take action. I was the Commanding Officer of the Air Station and was interviewed. The investigation concluded on August 8, 2011, and unsubstantiated both allegations.

8. 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.)

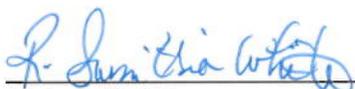
F. AFFIDAVIT

Melvin W. Bouboulis 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 13 day of February, 2019



Notary Public

District of Columbia: SS

Sworn to and subscribed before me on
the 13 day of February, 2019



Notary Public's Signature
My Commission Expires 01/31/2023





Rear Admiral Melvin W. Bouboulis

Assistant Commandant for Engineering and Logistics
U.S. Coast Guard



Rear Admiral (Lower Half) Bouboulis currently serves as the Assistant Commandant for Engineering and Logistics (CG-4) as the Coast Guard's "Chief Engineer". In this role, he is responsible for all naval, aeronautical, civil and industrial engineering and logistics for the service's 23,000 facilities, 230 ships, 1,800 boats and 200 aircraft. He is also responsible for executing an annual budget of \$1 billion, and leads 5000 personnel assigned to Coast Guard Headquarters, Aviation Logistics Center, Surface Forces Logistics Center, Shore Infrastructure Logistics Center, and the CG Yard. He previously served as the USCG District Eight Chief of Staff, supporting U.S. Coast Guard operations spanning 26 states including the Gulf coastline from Florida to Mexico, the adjacent offshore waters of the Gulf of Mexico, and the inland waterways of the Mississippi, Ohio, Missouri, and Tennessee River.



Prior to that, Rear Admiral Bouboulis served as the Chief, Office of Aeronautical Engineering, responsible for all aeronautical engineering and aviation logistics for the Coast Guard's 200 operational aircraft, \$345 million annual budget, 1500 member workforce, and \$1.4 billion aviation materiel inventory. His previous assignments include: Commanding Officer, Coast Guard Air Station Borinquen, Puerto Rico, where he led 244 active duty, civilian and Auxiliary members providing aviation services for Coast Guard missions in the Eastern Caribbean; Logistics Department Head, Air Station Executive Officer and Commanding Officer of Enlisted Personnel for Sector/Air Station Corpus Christi, TX, responsible for all logistics support for 15 outlying units along 350 miles of the Texas coast from Mexico to Port O'Conner, TX; Aeronautical Engineer at the Aviation Training Center in Mobile, AL; Product Line Manager for the C-130 Hercules Combat Search and Research (CSAR) Military Transport Aircraft at Coast Guard Aviation Logistics Center, Elizabeth City, North Carolina; Assistant Engineering Officer, Coast Guard Air Station North Bend, Oregon; Communications and Law Enforcement Officer, Coast Guard Air Station New Orleans, Louisiana; Flight Training, Naval Air Station, Pensacola, FL; and Operations and Deck Watch Officer, USCGC CONIFIR, Long Beach, CA. Rear Admiral Bouboulis flew as an operational pilot at all of his aviation field assignments and participated in the historic Katrina response. He has qualified in the H-65 (A, B, and C models), HH-60J, and HC-130 aircraft accruing over 4,000 total flight hours.

Rear Admiral Bouboulis graduated from the Coast Guard Academy with a Bachelor of Science degree in Civil Engineering in 1987. He earned a Master in Science degree in Aeronautical Engineering from Purdue University in 2000, maintains DHS Acquisition Program Manager Level II certification, and holds Private, Commercial Airplane, Helicopter, and Airline Transport Pilot licenses.

Rear Admiral (Lower Half) Melvin W. Bouboulis

Current Assignment

2017- Present D8 Command Cadre (d)

Assignment History

2014 – 2017 D8 Command Cadre (d)
2011 – 2014 Commandant (CG-41), Officer Chief Office of Aviation Engineering and Logistics
2008 – 2011 CG AIRSTA Borinquen, PR, Commanding Officer
2006 – 2008 CG AIRSTA Corpus Christi, TX, Logistics, Executive Officer
2004 – 2006 ATC Mobile, AL, Engineering Div Chief
2002 – 2004 ARSC HC-130, Elizabeth City, NC, Product Line Manager
2000 – 2002 ARSC HC-130, Elizabeth City, NC, Engineering Cell Leader
1998 – 2000 PG TR by G-SEA, Purdue Univ, West Lafayette, IN
1994 – 1998 AIRSTA North Bend, OR, Assistant Engineering Officer, Duty Pilot
1990 – 1994 CG AIRSTA New Orleans, Duty Pilot
1989 – 1990 CGLO Pensacola, Naval Flight Training
1987 – 1989 CGC CONIFER, Deck Watch Officer

Educational Summary

2000 Master of Aeronautical Science, Purdue University
1987 Bachelors of Science in Civil Engineering, U. S. Coast Guard Academy

Military Personal Awards and Significant National Recognition or Achievement

2017 CG Legion of Merit
2014 CG Meritorious Service Medal
2011 CG Meritorious Service Medal
2006 CG Meritorious Service Medal
2004 CG Meritorious Service Medal
2008 CG Commendation Medal
2006 CG Commendation Medal
1997 CG Achievement Medal
2011 Army Achievement Medal
1998 Commandant's Letter of Commendation

Significant Current Professional Credentials or Recent Activities

1998 FAA Airline Trans Pilot HELO
1997 FAA Commercial Fixed Sin/Multi
1997 FAA Pilot-Rotor Sin/Multi
1989 FAA Pilot Certificate