Senate Commerce Committee Coast Guard Nominee Questionnaire 117th Congress

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):

Joseph R. Buzzella, Jr. Joseph Buzzella
Joe Buzzella

2. Position to which nominated:

Rear Admiral (Lower Half)

- 3. Date of Nomination: August 16, 2021
- 4. Address (List current place of residence and office addresses):



Office:

U.S. Coast Guard Headquarters 2703 Martin Luther King Jr. Avenue SE Washington, DC 20593

5. Date and Place of Birth:

September 06, 1968; Miami, Florida

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse: Patrice F. Buzzella, Self Employed, Vacation Home Rental Management. My spouse and I are co-partners in three Limited Liability Companies as shown on my Public Financial Disclosure Report.

Daughter: Lauren E. Buzzella, Age 26 Daughter: Maegan P. Buzzella, Age 23 Son: Joseph R. Buzzella, III, Age 19

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

Master of Science in National Security Strategy National War College (2013-2014)

Master of Public Administration Harvard University, JFK School of Government (2004-2005)

Master of Science in Quality Systems Management with a Specialization in Homeland Security
National Graduate School (2002-2003)

Bachelor of Science in Management, United States Coast Guard Academy (1988-1992)

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

I have served as a Coast Guard officer since May 1992. Please see my official Coast Guard biography for detailed information.

9. Attach a copy of your resume.

My official Coast Guard biography is attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

I served as non-voting Coast Guard Liaison to the following San Diego related board providing Coast Guard / military perspectives.

- a. Coast Guard Liaison to the Board; San Diego Chamber of Commerce (2018-2019)
- b. Coast Guard Liaison to the Board; San Diego Military Advisory Council (2016-2019)
- c. Coast Guard Liaison to the Board; San Diego Chamber of Commerce Defense, Veterans and Military Affairs Committee (2016-2019)
- 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 ten years.
- a. Board Advisor Red Cross of NW Michigan (2011-2013)
- b. Board Advisor United Way of NW Michigan (2011-2013)
- c. Board Advisor Grand Traverse Bay Michigan YMCA (2011-2013)
- d. Board Advisor Big Brothers Big Sisters of NW Michigan (2011-2013)
- 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 religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). 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 disability.
- a. Aeolian Yacht Club (2020-2021)
- b. San Diego Yacht Club (2016-Present)
- c. Harvard Club of New York (2007-Present)
- d. Coast Guard Academy Alumni Association (1992-Present)
- e. Harvard University Alumni Association (2005-Present)
- f. National War College Alumni Association (2014-Present)

- g. American Legion Life Member (2011-Present)
- h. Military Officer Association of America (MOAA) Life Member (2005-Present)
- i. Coast Guard Aviation Association Life Member (1994-Present)
- j. Knights of Columbus (2002-2019)
- k. Traverse City Rotary Club (2011-2013)
- 1. Traverse City Elks Lodge (2012-2014)

None of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or disability, except the Knights of Columbus, which is an organization of 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.

No

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

None

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

None

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

Honorary Coast Guard Chief Petty Officer (2019)

Captain David H. Jarvis Inspirational Leadership Award Honorable Mention (2011)

Harvard University Presidential Scholarship (2004-2005)

Harvard University Public Service Fellow (2004-2005)

Military Medals and Ribbons:

Defense Superior Service Medal

Legion of Merit Medal (2)

Meritorious Service Medal (3)

Coast Guard Commendation Medal (2)

Coast Guard Achievement Medal (3)

Commandant's Letter of Commendation Ribbon

Coast Guard Presidential Unit Citation Ribbon

Joint Meritorious Unit Award (DOD) Ribbon

Department of Transportation Outstanding Unit Award Ribbon

Coast Guard Unit Commendation Ribbon (3)

Coast Guard Meritorious Unit Commendation Ribbon (6)

Coast Guard Meritorious Team Commendation Ribbon (8)

Coast Guard Bicentennial Unit Commendation Ribbon

National Defense Service Medal (2)

Global War on Terrorism Service Medal

Armed Forces Service Medal

Humanitarian Service Medal (2)

Military Outstanding Volunteer Service Medal

Department of Transportation 9/11 Ribbon

Special Operations Service Ribbon (4)

Coast Guard Sea Service Ribbon

Basic Training Honor Graduate Ribbon

Coast Guard Rifle Expert Medal

Coast Guard Pistol Expert Medal

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. 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.

Harvard University Korea Policy Review Journal Volume I & II, Editorial Board, (2005-2006)

18. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an "alias" or "handle" you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

LinkedIn - held in my name under Joseph Buzzella, Active

https://www.linkedin.com/in/joseph-buzzella-833a61/

19. 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

20. Given the current mission, major programs, and major operational objectives of the Coast Guard, 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?

Since 1986, I have had the privilege to serve in the most demanding and rewarding operational, command, and senior staff level assignments in the Coast Guard, the Department of Homeland Security, and the Department of Defense. The entirety of these experiences have provided me with a deep understanding and ability to address complex maritime challenges. Furthermore, I have been assigned to numerous locations around our country tasked with leading and taking care of a highly talented workforce charged with promoting, defending and protecting Coast Guard, homeland and national security interests. My 35-year diverse Coast Guard background, numerous years of leadership experience, and proven track record of performance have created an exceptionally strong foundation for me to serve at the senior executive level of our service and government. I am extremely passionate and proud of the tremendous value the Coast Guard provides to

our country. I'm humbled and thankful for the opportunity to continue serving and strive to make the Coast Guard the preeminent global leader in maritime rescue and contingency response so that the Department of Homeland Security remains aggressively postured, ready, and capable to meet all current and future domestic and international threats and challenges.

21. What do you believe are your responsibilities, if confirmed, to ensure that the Coast Guard has proper management and accounting controls, and what experience do you have in managing a large organization?

If confirmed, it will be my ultimate duty and responsibility to ensure the Coast Guard workforce performs to the absolute highest standards of integrity and moral principles. As a model organization of ethical managers and watchful stewards of public resources and trust, I pledge to continually strengthen the Coast Guard's unwavering commitment to administer the American taxpayer's dollars as efficiently and judiciously as possible.

(2019-2021) As the Coast Guard Eleventh District Chief of Staff, I was the principal advisor to the District Commander and second in Command of an extremely demanding 3.3 million square mile, 4-state (CA, AZ, NV, UT) district and Eastern Pacific international counter-drug operations covering 10 partner nations. I led a 183 member district staff comprised of 9 Divisions, and a joint District Eleven-Pacific Area Command Operations Center. Additionally, I provided executive oversight of a 5600 plus Active Duty, Reserve, Civilian, and Auxiliary workforce, 4 Sector Commands, 5 Air Stations with multiple H-65, H-60, C-27 aircraft, 19 Coast Guard cutters (comprised of 87 Coastal Patrol Boats, Fast Response Cutters, 2 large Buoy Tender cutters), and 14 small boat stations. This pinnacle leadership position allowed me to develop and provide strategic and tactical level guidance to both staff members and operational units which gave me an exceptional breadth of involvement across the entire range of Coast Guard missions combined with the real world application of managing and executing a multi-million dollar annual budget.

(2016-2019) As Sector Commander, Captain of the Port, Search and Rescue Mission Coordinator, Officer-in-Charge of Marine Inspections, Federal Maritime Security Coordinator, Federal On-scene Commander, and Air Station Commanding Officer of the San Diego region, I was entrusted with statutory authorities and responsible for the safety and security of the largest naval port in the Pacific directing Coast Guard missions and inter-agency

operations in the southwest coastal and offshore corridor of the United States. I led a 450 member workforce and over 600 Coast Guard Auxiliarist on a major Coast Guard installation with 26 facilities including an interagency Joint Harbor Operations Center, three 87-foot Coastal Patrol Boats, three MH-60 multi-mission helicopters, an Aids to Navigation Team, and a Small Boat Station. With these assets, I also provided executive oversight of the international Maritime Boundary Line to disrupt Transnational Criminal Organizations. To this end, I was responsible for ensuring the responsible management, safeguarding, and execution of a multi-million dollar operating budget and federal property.

- 22. What do you believe to be the top three challenges facing the Coast Guard, and why?
- a. "Gray zone competition and a global-impact Coast Guard." The demands on the Coast Guard today and tomorrow are very different than when I joined over three decades ago. The global rules-based order is challenged on a daily basis making the Coast Guard an increasingly critical and non-duplicated bridge between the Department of State's diplomacy and the Department of Defense's lethality. The Coast Guard is the right tool to set and model norms where able and confront the competition of our adversaries. But this increasingly national relevance does pose a challenge for the Service as it works to balance these growing demands abroad with the relentless domestic impacts of climate change and other threats to our coasts.
- b. "Climate Change impacts increasing Coast Guard large-scale deployment surges." More storms at home are driving more frequent full-scale Coast Guard mobilizations that severely tests our ability to protect the American people. Contingency response has always been the Coast Guard's marquee mission capability. In addition to our 11 statutory missions, our Service carries the three basic roles of Maritime Safety, Security, and Stewardship. Additionally, we are the coastal defense, search and rescue, and maritime law enforcement branch of the United States Armed Forces. Increases in frequency and intensity of hurricanes, wildfires, storms, and amplified tidal forces challenges the Coast Guard to develop a sustainable surge capacity that can respond to contingencies on multiple fronts ensuring the service will continue to be Semper Paratus (Always Ready) to respond, protect and safeguard the American public.

c. "Ready Today vs. Ready Tomorrow" The Coast Guard is an incredibly adaptive organization. Our adaptable culture creates a workforce and capabilities that are flexible and scalable. Our platforms are multi-mission and our workforce is, too. But geopolitical, social, technological drivers are quickly changing our operating environment. For instance - rapid adoption of technology is changing the way our domestic Marine Transportation System and global shipping operate. The ability of Coast Guard regulatory oversight to keep pace with industry adoption of technology is a major challenge; especially with automation in the Maritime Transportation System, and offshore shipping and growth in the commercial space industry will drive additional Coast Guard maritime responsibilities and demand. To prepare for tomorrow, the Coast Guard must continually evaluate and improve the way we manage talent. And I believe that an inclusive, diverse workforce is a force multiplier needed to meet future emerging demands on the service. The challenge is striking the right balance between a Coast Guard that is fully ready to keep faith with the American people today while also preparing for a rapidly changing future.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

Please see my nominee PFDR. My spouse and I are co-partners in three Limited Liability Companies (LLCs). Each company revolves around a single primary asset which is a piece of residential real estate. All proceeds from the business are reinvested in the maintenance of the properties and in the checking accounts shown on my PFDR. My wife and I will continue to rent out two of the properties while the third currently serves as our primary residence. I will continue to keep all activities relating to my three LLCs completely separate from my federal responsibilities to avoid a conflict of interest or even the appearance of a conflict of interest.

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.

Yes, the three LLCs described immediately above and in Parts 1, 2, 3, 5, & 6 of my PFDR are an ongoing commitment. All of the LLCs are managed by my spouse and I will ensure that they do not conflict with my federal responsibilities.

 Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

Please see my nominee PFDR. None, but if any conflicts of interest or potential conflicts of interest arise, I will obtain advice from a Coast Guard ethics official and follow that advice.

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. Explain how you will resolve each potential conflict of interest.

None, but if a conflict of interest or potential conflict of interest arises I will seek the advice of a Coast Guard ethics official and follow that advice.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

None, but if a conflict of interest or potential conflict of interest arises I will seek the advice of a Coast Guard ethics official and follow that advice.

6. Describe any activity during the past ten years, including the names of clients represented, 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

C. LEGAL MATTERS

- Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, an Inspector General, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

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 or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal 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 race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental

status, political affiliation, engagement in a protected Equal Employment Opportunity/Equal Opportunity (EEO/EO) activity, whistleblower activity, or any other basis? If so, please explain.

None

6. If you have ever served as a general court-martial convening authority 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 pretrial 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.

In 2010, when I was the Aviation Operations Officer at Air Station San Francisco, a subordinate officer filed an Article 138 complaint against the Commanding Officer. In response to the complaint, the District Commander initiated an investigation into the command climate at the unit. I was interviewed as a witness during that investigation. While I was not provided a copy of the Article 138 complaint itself, I surmised from the questions that the subordinate officer had made statements within it taking issue with my own leadership, as well as that of the Commanding Officer and Executive Officer. I was later informed that the investigation did not reveal wrongdoing by the Command and that the unit climate was healthy.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers 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

5. Do you agree, if confirmed, to keep this Committee, its subcommittees, other appropriate Committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?

Yes, in accordance with law and DHS policy and guidance.

6. Do you agree, if confirmed, and on request, to provide this Committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?

Yes, in accordance with law and DHS policy and guidance.

7. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress?

Yes

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

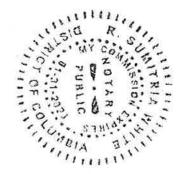
F. AFFIDAVIT

Joseph R Bozzella Trebeing 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 21 day of September, 2021.

Notary Public





Captain Joseph R. Buzzella, Jr. United States Coast Guard Chief, Coast Guard Office of Emerging Policy





Captain Joe Buzzella assumed the duties as Chief, Coast Guard Office of Emerging Policy (DCO-X) in July 2021. In this role, he leads a staff to develop, synchronize, and articulate emerging policy to further the Coast Guard strategic vision.

Captain Buzzella previously served as the Chief of Staff for the Eleventh Coast Guard District as the principle advisor to the District Commander on all Coast Guard missions in California, Arizona, Nevada, and Utah to include the offshore waters of Mexico and Central America.

Captain Buzzella hails from Miami, Florida and completed Coast Guard Enlisted Basic Training at Cape May, New Jersey in 1986. He is a 1988 graduate of the Naval Academy Preparatory School (NAPS) and a 1992 graduate of the Coast Guard Academy where he earned a Bachelor of Science degree in Management and an officer commission. Following graduation, Captain Buzzella served as a Deck Watch Officer aboard the USCGC Spencer and USCGC Vindicator. Upon completion of U.S. Naval Flight Training in Pensacola, Florida, he was designated Coast Guard Aviator 3293 in 1996. He then reported to Coast Guard Air Station Miami, Florida where he flew the HH-65 Dauphin Helicopter and later the HU-25 Falcon Jet where he maintained a dual airframe qualifications. In 2000, he was assigned to Coast Guard Air Station Cape Cod, Massachusetts where he flew HU-25 Falcon jets. In 2005, he was assigned under the Department of Homeland Security Chief Financial Officer in Washington D.C., where he served as an Assistant Director & Budget Program Reviewer providing oversight of more than \$26 billion in annual appropriations. In 2007, he reported to Coast Guard Air Station San Francisco, California where he held the positions of Operations Officer and Executive Officer. In 2011, he was assigned as Commanding Officer of Coast Guard Air Station Traverse City, Michigan. In 2014, Captain Buzzella reported to the Pentagon as Special Assistant to the Chairman of the Joint Chiefs of Staff and Deputy Director of the Chairman's Action Group (CAG) under General Martin Dempsey, USA and General Joseph Dunford, USMC. In 2016, he was assigned as the Sector Commander and Captain of the Port of San Diego, California responsible for leading mission execution from the US-Mexico Maritime Border northward to Dana Point, CA to include inland navigable Lakes and the Colorado River.

Captain Buzzella holds a Master in National Security Strategy from the National War College, a Master in Public Administration from Harvard University, and a Master of Science in Quality Systems Management with a specialization in Homeland Security from the National Graduate School. He is a former Harvard University John F. Kennedy School of Government Public Service Fellow.

CAPT Joseph R. Buzzella

Current Assignment

Jul21 – present	Chief, Coast Guard Office of Emerging Policy (DCO-X)

Assignment History

Jun19 – Jun 21	Eleventh Coast Guard District, Chief of Staff, CAPT
Jan 16 – Jun 19	CG Sector - Air Station San Diego, Sector Commander, Captain of the Port, CAPT
Jun 14 – Jan 16	Pentagon, Deputy Director Chairman's Action Group (CAG), Special Assistant to the
	Chairman of the Joint Chiefs of Staff, CAPT
Jun 13 – Jun 14	National War College, Duty Under Instruction, CAPT
May 11 – Jun 13	CG Air Station Traverse City, Commanding Officer, CDR
Jun 10 – May 11	CG Air Station San Francisco, Executive Officer, CDR
Apr 07 – Jun 10	CG Air Station San Francisco, Operations Officer, CDR
Jun 05 – Apr 07	DHS, Office of the CFO - Assistant Director - Budget Program Reviewer, LCDR
Jun 04 – Jun 05	Harvard University, Duty Under Instruction, LCDR
Aug 00 – Jun 04	CG Air Station Cape Cod, HU-25 Instructor Pilot-Flight Examiner, LCDR
Aug 96 – Aug 00	CG Air Station Miami, HH-65 Aircraft Commander, LT
Sep 94 – Aug 96	U.S. Navy Flight Training, Duty Under Instruction, LTJG
Apr 94 – Sep 94	First CG District, Office of Law Enforcement, Ass't Fisheries Officer, LTJG
May 94 – Jul 94	USCGC VINDICATOR, Deck Watch Officer, LTJG
Aug 92 – Apr 94	USCGC SPENCER, Deck Watch Officer, LTJG
May 92 – Aug 92	U.S. Coast Guard Academy, Summer Ensign, ENS

Educational Summary

2014 Individual war College, Master of Science III National Security Strategy	2014	National War College,	Master of Science in National Security Strategy
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- 2014 Joint Professional Military Education Phase II (JPME-2) Certificate
- 2013 Joint Professional Military Education Phase I (JPME-1) Certificate
- 2005 Harvard University JFK School of Government, Master in Public Administration
- 2003 National Graduate School, Master of Science in Quality Systems Mgmt w/a Specialization in Homeland Security
- 1992 USCGA, Bachelor of Science in Management

Military Personal Awards and Significant National Recognition or Achievement

LOM (2), DSSM (1), MSM (3), COM (2), ACH (3), LOC (1), Mil Outstanding Vol Svc Mdl (1), Basic Trng Honor Grad (1)

2019, Honorary Chief Petty Officer

2011, Captain David H. Jarvis Inspirational Leadership Award Honorable Mention

2005, Harvard University Public Service Fellow Award

2004, Harvard University Presidential Scholarship Award

2003, Captain Niels P. Thomsen Innovation Award

Significant Current Professional Credentials or Recent Activities

Board Member San Diego Chamber of Commerce (2018-2019)

Board Member San Diego Military Advisory Council (2016-2019)

Board Member Defense, Veterans and Military Affairs Committee (2016-2019)

NATO Chairman's of Defense (CHOD's) Allied Conference - Brussels, Belgium (2015)

National War College Class Leadership Council (2013-2014)

Board Member Red Cross of NW Michigan & Board Member United Way of NW Michigan (2011-2013)

Board Member Grand Traverse Bay YMCA & Board Member Big Brothers Big Sisters of NW Michigan (2011-2013)

Harvard University Korea Policy Review Journal Volume I & II, Editorial Board, (2005-2006)

Airline Transport Pilot License (2) - Rotary Wing Multi-Engine and Airplane Multi-Engine DA-20

HU-25 and MH-65 Instructor Pilot and Flight Examiner, MH-65 AUF Aircraft Commander, MH-60T Co-pilot

Board of Directors, Coast Guard Academy Alumni Association (1992-1994)