

**Senate Commerce Committee Coast Guard Nominee Questionnaire**  
**117<sup>th</sup> 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): Michael (Mike) McAllister
2. Position to which nominated: Commander, USCG Pacific Area
3. Date of Nomination: 4/9/21
4. Address (List current place of residence and office addresses):

Residence: [REDACTED]

Office: Commandant (DCMS), USCG Headquarters, 2703 Martin Luther King Jr. Ave SE, Washington DC 20593-7202

5. Date and Place of Birth: 12/01/1964, Somerville, MA
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: Brigitte McAllister, teacher with Fairfax County Public Schools, Fairfax VA

Son: Kyle McAllister (age 25)

Son: Kevin McAllister (age 22)

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

Bachelor of Science Civil Engineering, 1986, US Coast Guard Academy

Master of Science Civil Engineering, 1991, University of Illinois

Master of Business Administration, 2004, Massachusetts Institute of Technology

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 1986. 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.

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 ten 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 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.

Military Officers Association of America – Nov 2011 to Nov 2013

Pentagon Federal Credit Union – Apr 2004 to present

United Services Automobile Association – May 1985 to present

BoatUS – July 2010 to Aug 2014

Freedom Boat Club Charleston SC – Apr 2008 to Apr 2012

AARP – November 2014 to present

US Coast Guard Academy Alumni Association – May 1986 to present

Except as noted, none of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

The exception is AARP, which has a minimum age of 50 to join. I am not actively or directly involved in AARP activities.

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.

Military awards and recognition:

Defense Superior Service Medal

Legion of Merit (5)

Meritorious Service Medal (5)

Coast Guard Commendation Medal (3)

DOT 9/11 Medal

Commandant's Letter of Commendation

Numerous team and unit awards

Permanent Cutterman insignia

Advanced Boat Forces insignia

Command Afloat insignia

Command Ashore insignia

Registered Professional Engineer (Civil Engineering, Washington State)

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.

Speech: Maritime Heroes of 9/11, Transportation Institute 2020

Speech: Keynote, Enlisted Professionals in Communication Annual Conference  
2020

Speech: Keynote, Military Operations Research Symposium 2020

Speech: Keynote, Association of Naval Service Officers Annual Conference 2020

Speech: Coast Guard Update, Fleet Maintenance Symposium, American Society of Naval Engineers 2018

Speech: Maritime Futures and the Bering Strait Region, Center for Strategic and International Studies, 2017

Speech: Coast Guard Update, Alaska Federation of Natives, 2017

Testimony: Coast Guard Update, testimony before the Joint Armed Services Committee of the Alaska State Legislature, 2017 & 2018

Speech: Coast Guard Update, The Institute of Electrical and Electronics Engineers (IEEE), Anchorage AK 2017

Speech: Collaborative Marine Planning in the Arctic, Arctic Encounter Seattle WA 2017

Speech: Coast Guard Update, American Society of Civil Engineers, Juneau AK 2017

Speech: Governing Across the Waves, Bowdoin College and US Coast Guard Academy, 2016

Speech: Coast Guard Operations Update, Passenger Vessel Association Western Region, 2016

Speech: Coast Guard Global Partnerships, US Navy League Sea-Air-Space Symposium, 2014

Speech: Coast Guard Future Outlook, Maritime Policy Center of Excellence Symposium, 2013

Speech: Port Resiliency, AFCEA Maritime Risk Symposium 2013

Speech: Modernization of the Coast Guard's Mission Support Enterprise, CG Innovation Exposition hosted by National Defense Industrial Association, 2010

Speech: Coast Guard Activities in SC and GA, the Propeller Club of the US, 2008

Speech: Project Seahawk (Interagency maritime operations center), National Defense Transportation Association Conference, 2008

Speech: Project Seahawk, SPAWAR Homeland Security Innovation Conference, 2008

Speech: Project Seahawk and Coast Guard Sectors, Institute for Defense and Government Advancement Homeland Security Symposium, 2008

Speech: Interagency Operations, DOJ Homeland Security Symposium, 2007

Published Master's Thesis, MIT: *Change Leadership in the U.S. Coast Guard*, 2004

Speech: Coast Guard Security Activities post-9/11, International Association of Airport and Seaport Police Conference, 2003

Speech: Coast Guard Response on 9/11, Navy League of the United States Annual Convention, 2002

Television appearance: Coast Guard Port Security, Stevens Institute of Technology *Technogenesis*, 2002

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: ‘Michael McAllister, Vice Admiral at U.S. Coast Guard’ (dormant – set up account but never used)

Facebook: ‘Michael McAllister’ (dormant since ~2011)

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.

12/11/2019: Righting the Ship: The Coast Guard Must Improve its Processes for Addressing Harassment, Bullying, and Retaliation, House Committees on Oversight Reform and Homeland Security

7/24/2018: Update on Coast Guard Acquisitions Programs and Mission Balance and Effectiveness, House Coast Guard & Maritime Transportation Subcommittee

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?

I am a career Coast Guard officer with nearly 35 years active duty service. I have benefited from a great diversity of assignments and leadership opportunities that I believe have prepared me to take on greater levels of responsibility. I have a strong operational foundation with six tours of duty onboard Coast Guard cutters and in shore-based operations conducting all of the Coast Guard’s missions. Most of my operational time has been in command positions, fully accountable for the conduct and outcome of assigned missions. I also have diverse support and resource management experience with assignments in engineering, acquisition, budgeting and program review, human resources and executive support. As a flag officer, I have served as the Coast Guard’s Strategy Director; as the Deputy Director for Operations at the U.S. Northern Command; as the Commander of the Seventeenth Coast Guard District overseeing all Coast Guard operations in Alaska, the North Pacific and the U.S. Arctic regions; and as the Deputy Commandant for Mission Support, overseeing HR, engineering, logistics, IT, acquisitions, and training support services provided to Coast Guard units worldwide. I believe these experiences have prepared me exceptionally well to be the Pacific Area Commander and to continue to serve the Coast Guard, the Department of Homeland Security, and the American people.

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?

As a Coast Guard senior leader, I have a duty as a steward of taxpayer dollars and public trust to manage resources effectively and direct our limited resources to greatest operational effect. This requires strict controls to ensure valid mission requirements, prevent waste, fraud and abuse and create reliable financial reporting. As a senior Coast Guard leader I will ensure the appropriate systems are in place to provide measurable performance, accountability, and full auditability. With experience in operations, engineering, budgeting, acquisition and strategy, I have been able to successfully manage large organizations (up to 15,000 people globally) in a manner that demonstrates proper stewardship of public resources. I was involved in a variety of positions in the Coast Guard's attainment of a clean audit opinion, and as both an operational and support commander I have been involved in the critical role of sustaining that audit success.

22. What do you believe to be the top three challenges facing the Coast Guard, and why?

While the Coast Guard benefits from having outstanding and high performing active duty, reserve, civilian and auxiliary members, we face significant challenges in the future with maintaining a "mission ready total workforce." Those challenges include attracting and retaining top talent from all segments of society in a highly competitive environment, maintaining technical skills to deal with a rapidly changing maritime environment, developing the next generation of Coast Guard, DHS and interagency leaders who can deliver continuous organizational improvement in a collaborative environment, and leveraging the full power of diversity and inclusion in our ranks. Continued pressure on operating expense accounts makes these challenges particularly complex, but investing in our workforce and creating responsive and adaptable personnel policies and practices to keep up with the pace of change is a mission imperative if we are to remain the world's best coast guard.

As both an operational and support commander, I've faced the challenges of maintaining an aging fleet (including ships, aircraft, shore infrastructure and systems), while employing new capabilities such as National Security Cutters, Fast Response Cutters, and C-130 "J" models being delivered through major acquisition processes. Balancing today's Coast Guard performance with the need for investment in the future has never been more challenging. While we pursue much-needed budget relief to restore Service readiness, we must make today's operations as efficient as possible using risk-based decision-making, maximizing the use of partnerships (public, private, international, etc.), and improving business processes. At the same time, we must ensure that our acquisition programs for future capability are cost effective, fully justified and adaptable to changing mission needs for an uncertain future.

We cannot take for granted the Coast Guard's ability to mobilize for significant events such as hurricanes, migration surges, national security threats, maritime incidents and oil spills. While we have a number of programs in place to ensure our people are skilled in emergency response, we have no forces in garrison nor do we

have the full capabilities or capacities needed to meet rising public expectations for government responsiveness in major contingencies. We will need to act on the lessons learned from recent events to further improve our response capabilities, including investments in our Reserve forces, expansion of our partnerships with local, state, federal, tribal, international and industry organizations as well as other U.S. military services, and the continued acquisition of multi-mission, adaptable capability that we are building into cutters, aircraft, C4IT systems, infrastructure and deployable forces.

## **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.

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

None. If such potential conflicts 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. If such potential conflicts arise, I will obtain advice from 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. If such potential conflicts arise, I will obtain advice from 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.

As an officer responsible for Coast Guard operations in various locations around the U.S. and as a staff officer and senior executive assigned to Coast Guard Headquarters, I routinely provided input on proposed legislation and policy and personally briefed members of the Administration and Congress on Coast Guard activities and

programs. All such engagements were within the scope of my official duties. I have not engaged in influencing legislation or public policy outside my official duties.

### C. LEGAL MATTERS

1. 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.

In 2019, while I was assigned as the Deputy Commandant for Mission Support, a military member filed an EEO informal complaint alleging that my testimony before Congress in December 2019, which was about Coast Guard Academy disposition of allegations of misconduct, included derogatory and inaccurate information. The Vice Commandant, my superior, directed a member of his staff to engage in mediation with the complainant. After the mediation concluded without any concession from the agency, the complainant chose not to file a formal complaint.

6. If you ever served as a general court-martial convening authority involving an offense involving sexual misconduct or assault, have you ever disapproved the findings of a court-martial related to the offense(s) or reduced the sentence adjudged by a court-martial, other than in connection with a pre-trial agreement?

No.

7. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

#### **D. RELATIONSHIP WITH COMMITTEE**

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, 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 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.

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.

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.

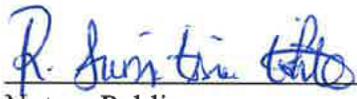
(Nominee is to include this signed affidavit along with answers to the above questions.)

**F. AFFIDAVIT**

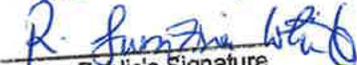
MICHAEL F. McALLOTT being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

  
Signature of Nominee

Subscribed and sworn before me this 28 day of April, 2021.

  
Notary Public  
District of Columbia: SS

Sworn to and subscribed before me on  
the 28 day of April, 2021

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





# Vice Admiral Michael F. McAllister

## Deputy Commandant for Mission Support U.S. Coast Guard



Vice Admiral Michael F. McAllister assumed the duties of Deputy Commandant for Mission Support at U.S. Coast Guard Headquarters in Washington, D.C. on May 25<sup>th</sup> 2018. As Deputy Commandant for Mission Support, Vice Admiral McAllister leads the 17,000-person organization that delivers the systems and people that enable the U.S. Coast Guard to efficiently and effectively perform its operational missions. He is responsible for all facets of support for the Coast Guard's diverse mission set through oversight of human capital, lifecycle engineering and logistics, acquisitions, information technology and security.

Previously, Vice Admiral McAllister served as Commander, Seventeenth Coast Guard District, where he was responsible for Coast Guard operations throughout Alaska, the North Pacific Ocean, Arctic Ocean and Bering Sea.



Vice Admiral McAllister also served as the Deputy Director of Operations for Headquarters United States Northern Command where he was responsible for homeland defense and defense support of civil authorities for North America, and theater security cooperation with Mexico and the Bahamas.

He has served in a variety of operational assignments, both afloat and ashore. He served as a Deck Watch Officer aboard the USCGC STEADFAST, St. Petersburg, Florida, and as Commanding Officer of USCGC POINT STEELE, Fort Myers Beach, Florida and USCGC KEY LARGO, Savannah, Georgia. From 2000 to 2003, Admiral McAllister served as Chief, Response Division at Coast Guard Activities New York where he led maritime response and security operations following the terrorist attacks of September 11, 2001 in New York City. He also served as Commander of Coast Guard Sector Charleston, South Carolina where he prototyped the Department of Homeland Security's successful Interagency Operations Center Program.

His staff assignments include duty as a Construction Project Manager at Facilities Design and Construction Center Pacific in Seattle, Washington and as Executive Officer of Civil Engineering Unit Miami, Florida. He served as a program reviewer in the Office of Programs and Budget at Coast Guard Headquarters in Washington, DC, and the Officer Assignments Branch Chief at the Coast Guard Personnel Command, Arlington, Virginia. He was also the Executive Assistant to the Vice Commandant of the Coast Guard, the Executive Director for the Deputy Commandant for Mission Support, and the Director of Coast Guard Enterprise Strategic Management and Doctrine.

Vice Admiral McAllister attended the United States Coast Guard Academy, graduating in 1986 with a Bachelor of Science Degree in Civil Engineering. In 1991, he was awarded a Master of Science Degree in Civil Engineering from the University of Illinois at Champaign-Urbana. In 2004, he received a Masters of Business Administration from the Massachusetts Institute of Technology as a member of the Sloan Fellows Program. His personal awards include the Defense Superior Service Medal, Legion of Merit (five awards), the Meritorious Service Medal (five awards), the Coast Guard Commendation Medal (three awards), the DOT 9/11 Medal, as well as numerous other personal, unit and Service awards. He is a registered Professional Engineer in the state of Washington.

## REAR ADMIRAL MICHAEL F. MCALLISTER

### Current Assignment

May 2018 – Present Deputy Commandant for Mission Support, CG Headquarters

### Assignment History

Jun 2016 – May 2018 Commander, Seventeenth Coast Guard District, Juneau AK  
Jul 2016 – Jun 2016 Deputy Director of Operations, U.S. Northern Command  
May 2013 – Jul 2014 Director, Enterprise Strategic Management, CG Headquarters  
May 2012 – May 2013 Executive Assistant to the Vice Commandant  
Jul 2010 – May 2012 Executive Director, Deputy Commandant for Mission Support  
Jul 2007 – Jun 2010 Commander, Sector Charleston  
Jun 2005 – Jul 2007 CG Personnel Command, Chief Officer Assignments Branch  
Jun 2004 – Jun 2005 CG-821, Program Reviewer, Deepwater & Operational Capabilities  
Jun 2003 – May 2004 Duty Under Instruction, MIT Sloan Fellows Program  
Jul 2000 – May 2003 CG Activities New York, Chief Operations (Response) Division  
Jun 1998 – Jun 2000 Civil Engineering Unit Miami, Executive Officer  
Aug 1997 – Jun 1998 Civil Engineering Unit Miami, Chief Field & Construction Branch  
Jun 1995 – Jul 1997 CGC KEY LARGO, Commanding Officer  
Jan 1992 – May 1995 Facilities Design and Construction Center Pacific, Project Manager  
Aug 1990 – Dec 1991 Duty Under Instruction, University of Illinois at Champaign-Urbana  
Jul 1988 – Jul 1990 CGC POINT STEELE, Commanding Officer  
Jun 1986 – Jun 1988 CGC STEADFAST, Deck Watch Officer

### Educational Summary

2003 - 2004 Massachusetts Institute of Technology, Masters of Business Administration,  
1990 - 1992 University of Illinois, Masters of Science in Civil Engineering  
1982 - 1986 US Coast Guard Academy, Bachelors of Science in Civil Engineering

### Military Personal Awards and Significant National Recognition or Achievement

Personal military awards: DSSM, LOM (4), MSM (5), COM (3), DOT 9/11 Medal, LOC  
2013, Promoted to flag rank  
2002, CG Foundation Awards Dinner honoree (team), Secretary's Outstanding Unit Award  
1999, Commandant's Quality "Silver" Award, Society of American Military Engineers Cowart  
(unit) Award  
1996, Witherspoon Inspirational Leadership Award nominee

### Significant Current Professional Credentials or Recent Activities

2011 Graduate, DoS National Security Executive Leadership Seminar  
2010 Advanced Boat Forces Operations Insignia  
2004 Published Master's Thesis: *Change Leadership in the U.S. Coast Guard*  
1996 Permanent Cutterman  
1995 Professional Civil Engineer License, State of Washington  
Extensive Type I & II (large scale) Incident Commander, Ops Section Chief experience