

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name: Peter Williams Gautier, "Pete"
2. Position to which nominated: Rear Admiral Upper Half (08)
3. Date of Nomination: February 24, 2016
4. Address: Fairfax, VA 22033 (residence)(own)
The White House, 1650 Pennsylvania Ave, Washington DC 20504 (office)
5. Date and Place of Birth: 25 September 1965; Brooklyn, New York
6. Name, position, and place of employment for my spouse:
Rosa M. Gautier, Actuary, Actuarial Research Corporation,
[REDACTED]

Names and ages of my children:

[REDACTED]
[REDACTED]

7. List all college and graduate degrees. Provide year and school attended:
2009 National War College, Master of Science, National Security Strategy
1993 University of Michigan, Master of Science, Chemical Engineering
1987 U.S. Coast Guard Academy, Bachelor of Science, Marine 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.
I have served as a Coast Guard officer since June, 1987. Please see my 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 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.
Member, Tulane University Homeland Security Studies Public Advisory Board, 2012-2014.

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.

Member, World Trade Center of New Orleans, 2011-2014
Board Member, Propeller Club of New Orleans, 2011-2014
Member, Southern Yacht Club, New Orleans, 2011-2015
Member, Jewish Community Center of New Orleans, 2011-2014
Member, Military Officers Association of America, 2008-present
Member, Association of Hazardous Materials Professionals, 2003-2011
Parent Member, Boy Scouts of America, 2008-present

None of these organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? 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: None. 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.

2008 Journal of Commerce Leadership and Excellence Honor Roll member
2007 Massachusetts Institute of Technology Seminar XXI fellow
2006 Council for Excellence in Government fellow
2005 World Trade Center Expert Technical Review Panel member
1997 Naval War College Nonresident Program graduate
1994-1996 United Nations Committee of Experts on the Transport of Dangerous Goods delegate

Military Awards: Legion of Merit (2), Meritorious Service Medal (4), Coast Guard Commendation Medal (3), 9/11 Medal, Coast Guard Achievement Medal (3), Military Outstanding Volunteer Medal.

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:

Article: Coast Guard Regulatory Developments for the Towing and Fleeting Industry (2013, Proceedings of the 2013 Greater New Orleans Barge Fleeting Association Seminar)

Article: Implementation of the National Incident Command for the *Deepwater Horizon* Spill (2011, International Oil Spill Conference Proceedings)

Article: Implementation of the U.S. National Response System for the *Deepwater Horizon* Spill (2011, Proceedings of the Conference of International Oil Spill Risk Management)

Article: Response Benefit Analysis: A New Method for Measuring Response Effectiveness (2001, International Oil Spill Conference Proceedings)

Article: Do Trajectories Belong in Area Plans? A New Approach in California Using the Trajectory Analysis Planner (2001, International Oil Spill Conference Proceedings)

Article: A Model Grassroots Approach for Implementation of the Incident Command System (1999, International Oil Spill Conference Proceedings)

Article: Organizational and Financial Considerations of Wildlife Operations During Two Orphan Spills Off California (1999, International Oil Spill Conference Proceedings)

Speeches: I have given a number of speeches on Coast Guard response and regulatory matters, including Captain of the Port of New Orleans matters, the response to the Deepwater Horizon oil spill, the Transportation Worker Identification Credential program, and responses to hurricanes and other disasters.

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?

I have been a commissioned officer in the U.S. Coast Guard for the past 28 years, serving in a number of challenging leadership roles, commanding three Coast Guard units, administering a number of effective maritime safety and security programs, working on the National Security Council staff and responding in senior positions to a number of internationally-significant disasters. The Coast Guard has invested a considerable amount in me, funding three degrees in higher education and several

enrichment programs, and assigning me to challenging positions that provided me the opportunity to serve to the best of my ability. I wish to continue to serve, fulfilling the lofty expectations of a rear admiral upper half, and make good on these investments in roles where I have the opportunity to shape the future of the Service. In particular, I would like to apply the lessons from my background to foster interagency and public collaboration to solve the most challenging problems in a transparent way, building faith in the government's ability to deliver services, and preserving the safety and security of our waterways and communities.

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?

Wherever I am assigned, I have a fundamental responsibility to ensure that the Coast Guard is fulfilling its obligation to establish and carry out proper management and accounting controls. Preserving the Coast Guard's credibility and public confidence is a fundamental responsibility of a senior leader, and we do this by being good stewards of public resources, leaders of our own personnel, and service providers to the public. As the Coast Guard fulfils this obligation, and in particular as we work to overcome our problems with sexual assault/harassment and build on our recent success in meeting standards during CFO audits, I will use my authority in my future assignments to tackle these problems head on.

In terms of experience managing a large organization, I recently command a large Coast Guard sector, leading 1,100 active duty, reserve, auxiliary and civilian personnel in performing all Coast Guard missions in southeast Louisiana. I administered a budget of \$3.4 million and capital assets that include six cutters and 10 subunits. This was my third command during my 26 year Coast Guard career. I have also managed multiagency emergency responses that have included thousands of personnel and millions of dollars of expenditures.

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

The Coast Guard faces dramatic challenges in maintaining our mission effectiveness during this period of budget austerity; governing the maritime domain in an increasingly complex and high risk environment; and in eliminating sexual assault within the service.

The Coast Guard's budget grew substantially in the years following the 9/11 Disaster as we expanded to contend with the risk of terrorism in the maritime environment. The service capitalized on favorable budgets during these years to modernize our force, recapitalize ageing assets and build specialized security capability. As the government contends with major deficits that add to a massive debt, the Coast Guard will continue to have to make tough choices to slim our budget and position the service for what will likely be a long period of austerity. Doing this in a smart,

strategic way enables us to provide the most important services that drive down maritime risk most effectively.

The two areas that drive a major portion of our budget and require our greatest attention is personnel management and asset recapitalization. We need to manage our personnel costs to contend with budget realities, but we need to preserve the competence and service delivery of what will be a Coast Guard with fewer people while honoring our obligations to those who have served. We also need to continue our replacement of ageing cutters, aircraft and shore infrastructure and improve our efficiency through better command, control, and communications infrastructure without driving up costs. This is not easy, but it is achievable working together with Congress under a more predictable, stable budget environment. The fiscal year 2016 Coast Guard appropriation is a welcome respite from past years of threatened government shutdowns and year-long continuing resolutions. This trend, should it continue, will enable the Coast Guard to far more effectively build and maintain the assets and workforce that will serve the public far into the future.

The second challenge, related to the first, is the Coast Guard's ability to govern the maritime domain in an increasingly complex and high risk environment. As coastal populations expand, use of the maritime transportation system grows, and maritime threats to our people, property and the environment increase, demand for Coast Guard services has never been greater. The Coast Guard must meet this demand with increasing sophistication to match the greater complexity of the environment we face. For example, hydraulic fracturing has greatly expanded construction of marine chemical terminals at the same time that the drop in oil prices makes less money available for oil producers to spend on safety programs. The Arctic has become less of a frontier, and more of an opportunity for maritime transport and resource exploitation, and for international powers to exert sovereignty. Our adversaries are increasingly sophisticated in their efforts to smuggle drugs, contraband and people into the U.S. To meet our charge of protecting people, property and the environment, the Coast Guard workforce has to be increasingly proficient and technologically adept; our industry standards and oversight programs modern and flexible; and our service more nimble in quickly adapting in a world that is changing in an accelerating fashion.

The Coast Guard is challenged to do this on several fronts. We have a military personnel system designed in another era when service demands were simpler. Developing proficiency and mastery in a sophisticated world takes training and time, and rotation, promotion and retirement policies crafted in an earlier age are often a hindrance. Centralized training programs that manage steady throughput of young military members satisfies many core competencies required by the Coast Guard workforce, but this model isn't effective in addressing areas such as offshore safety inspections or specialized counterterrorism tactics where technologies and threats quickly change. Our system of updating and enforcing maritime industry regulations was well suited for an era where industry practices changed slowly but is antiquated in a time when ships are converting to natural gas power and offshore drillships

maintain position by computer controlled thrusters. The Coast Guard's ability to apply a highly motivated workforce with general maritime competencies and address major challenges is our biggest strength, but we need to examine some of our fundamental management structures to position the service to adjust to a rapidly changing world.

The third challenge is the elimination of sexual assault in the Coast Guard. Sexual assault is a crime and wholly unacceptable within the Coast Guard's workforce. In the words of the Commandant, sexual assault "destroys discipline, erodes command cohesiveness, and degrades readiness."

The Coast Guard is seriously committed to changing our culture to establish a climate where the commission of sexual assault is unacceptable. Our challenge is that these acts occur throughout the ranks, on and off duty, in a young workforce that mixes sexes in an intense working environment twenty-four hours a day. Coast Guard leadership has established a sound strategy with goals to create a culture intolerant of sexual assault, establish a strong preventative culture, improve response support for victims, and hold those accountable who commit these acts. It is our responsibility as senior leaders to continue to execute this strategy aggressively and establish a track record of improvement and eventual elimination of sexual assault. Our workforce deserves it and our reputation depends on it.

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? 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. I served as the Coast Guard Director of Congressional and Public Affairs from August 2014 to May 2015. In this role, I directed and supported Coast Guard Congressional engagement activities. These activities included, in conjunction with the Coast Guard Judge Advocate General, establishing and communicating Coast Guard positions on legislation to requisite committee staff, overseeing the coordination of briefings of Congressional members and staff on legislative matters and supporting activities to provide Coast Guard witnesses for Congressional hearings.
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? 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? 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? No.
4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? 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. Yes. In 2006 I was subject to an informal complaint from a Coast Guard Lieutenant of discrimination on the basis of race. The Lieutenant complained that his supervisor and I (his next-in-line supervisor) did not provide him with sufficient opportunities to succeed in his job based on his race. The complaint was not resolved informally, was referred to a formal process, and was investigated by the Coast Guard and DHS civil rights officials, who dismissed the complaint as unfounded. In 2012 I was subject to an informal complaint from a Coast Guard Lieutenant of discrimination on the basis of race. The Lieutenant complained of low marks on his evaluation. I had not met the Lieutenant (he had transferred) but had signed his departure evaluation as a reviewing officer (third and final reviewer) after my predecessor retired and was not available to sign. The Lieutenant had received low marks as a result of a number of UCMJ violations for which he had been found guilty at court martial, and the complaint was dismissed as unfounded.
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? 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

Peter Grantier 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.

Peter Grantier
Signature of Nominee

Subscribed and sworn before me this 14 day of April, 2016.

Angela D. Moore
Notary Public



Angela D. Moore
Notary Public, District of Columbia
My Commission Expires 1/1/2017



Rear Admiral Peter W. Gautier

Senior Director for Response Policy
National Security Council Staff



Rear Admiral Gautier is the Senior Director for Response Policy on the National Security Council Staff, where he coordinates policy for all-hazards domestic incident management, national preparedness exercises, and continuity of government.

From August 2014 to May 2015 he served as the Director of Governmental and Public Affairs for the Coast Guard, where he was responsible for external engagement with Congress, the media and other intergovernmental entities. He commanded Sector New Orleans from June 2011 to July 2014, directing all Coast Guard operations in southeast Louisiana, including the lower 300 miles of the Mississippi River. Prior to this, he served as the Chief of the Deepwater Horizon Action Office which oversaw policy resulting from the Deepwater Horizon oil spill, where he served for five months as the National Incident Command Chief of Staff. He served as the Chief of Operations for the Deployable Operations Group; Chief, Cargo and Facilities Division at Coast Guard Headquarters, Washington DC; and Commanding Officer of the Coast Guard Gulf Strike Team, Mobile, AL, where he responded in key roles in a number of major responses including the World Trade Center attacks, the Shuttle Colombia Disaster, and Hurricane Katrina.



Rear Admiral Gautier's other assignments include Chief, Port Operations and Marine Environmental Response at Coast Guard Marine Safety Office San Francisco and Coast Guard Headquarters as a packaged hazardous materials transportation expert, serving as a U.S. Delegate to United Nations and International Maritime Organization committees governing transportation of hazardous materials. He has also served aboard two Coast Guard cutters and as Commanding Officer of Loran Station Gesashi, Japan.

Rear Admiral Gautier graduated from the U. S. Coast Guard Academy with a Bachelors of Science in Marine Engineering in 1987. He holds a Masters of Chemical Engineering degree from the University of Michigan and a Masters of National Security Strategy from the National War College. His military decorations include the Legion of Merit (two awards), Meritorious Service Medal (four awards), Coast Guard Commendation Medal (three awards), DOT 9/11 Medal, and Coast Guard Achievement Medal (two awards).

Rear Admiral Peter Gautier

Current Assignment

National Security Council Staff, Senior Director for Response Policy, reported May 2015

Assignment History

Aug 14 – May 15	CG-092, Director, Governmental and Public Affairs, RDML
Jun 11 – Jul 14	Sector New Orleans, Commanding Officer, CAPT
Nov 10 – May 11	Deepwater Horizon Action Office, Office Chief, CAPT
May 10 – Oct 10	National Incident Command Chief of Staff, Deepwater Horizon Response, CAPT
Jan 10 – Apr 10	Deployable Operations Group, Chief of Operations, CAPT
Jul 09 – Dec 09	Deployable Operations Group, Chief, Planning and Exercises, CAPT
Aug 08 – Jun 09	Graduate School, National War College, CAPT
May 06 - Jul 08	CG-5442, Chief, Cargo and Facilities Division, CDR
Aug 05 – May 06	G-MPP-2, Assistant Chief, Domestic Assessment Division, CDR
Aug 03 – Aug 05	Gulf Strike Team, Commanding Officer, CDR
Jul 01 – Aug 03	Gulf Strike Team, Executive Officer, LCDR
Jul 99 – Jul 01	MSO San Francisco Bay, Chief, Port Operations Department, LCDR
Sep 97 – Jul 99	MSO San Francisco Bay, Chief, Marine Environmental Response Div., LCDR
Jul 93 – Sep 97	G-MSO-1, Project Engineer, Hazardous Materials Standards Branch, LT
Jun 91 – Jul 93	Graduate School, University of Michigan, LT
Jun 90 – Jun 91	Loran Station Gesashi, Okinawa, Commanding Officer, LTJG
Jul 88 – Jun 90	USCGC Valiant, Assistant Engineer Officer, LTJG
May 87 – Jul 88	USCGC Mackinaw, Student Engineer, ENS

Educational Summary

2009 National War College, Master of Science, National Security Strategy
1997 Naval War College, Certificate of Completion, Nonresident Program
1993 University of Michigan, Master of Science, Chemical Engineering
1987 U.S. Coast Guard Academy, Bachelor of Science, Marine Engineering

Military Personal Awards and Significant National Recognition or Achievement

2011, Legion of Merit award (two awards)
2001 – 2008 Meritorious Service Medal (four awards)
1997 – 2001 Coast Guard Commendation Medal (three awards)
2001 - 9/11 Medal
1989 – 2002 Coast Guard Achievement Medal (three awards)
2008, Journal of Commerce Leadership and Excellence Honor Roll
2007, MIT Seminar XXI Fellow
2006, Excellence in Government Fellow
2005, Member, World Trade Center Expert Technical Review Panel

Significant Current Professional Credentials or Recent Activities

2009 Coast Guard Certified Type 1 Incident Commander