

Senate Commerce Committee Coast Guard Nominee Questionnaire, 119th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the “Committee”) requests that you provide typed answers to each of the following questions. It is also requested that you 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 you. Begin each section (*i.e.*, “A”, “B”, etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable and that any hyperlinks are active and can be clicked. Section F may be scanned for electronic submission and need not be searchable.

Incomplete questionnaires may delay the nomination process.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Ralph Robert Little, Bob Little, Robert Little, Bob R. Little, Bobby

2. Position to which nominated:

Rear Admiral, U.S. Coast Guard

3. Date of Nomination:

22 October 2025

4. Address (List current place of residence and office addresses):

[REDACTED]

[REDACTED]
[REDACTED]

5. Date and Place of Birth:

[REDACTED]

- [REDACTED]
6. Provide the name, position, and place of employment for your spouse (if married) or domestic partner, and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse: Kerry Anne Little, Teacher (not presently employed)

Children:

Christina Abigail Little, 22YO

Julia Allison Little, 20YO

Katherine Anne Little, 19YO

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

United States Coast Guard Academy (1991-1995), BS (1995)

College of William and Mary (1999-2000), MBA (2000)

Massachusetts Institute of Technology (2014-2015), MBA (2015)

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of 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 1995. Please see my official Coast Guard biography and chronology of work history for detailed information.

9. Attach a copy of your resume.

My official Coast Guard biography and chronology of work history are 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 after 18 years of age.

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.

None.

12. List all memberships you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization (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.

Association of Government Accountants (2013 to 2020)

Surface Navy Association (2017-present)

Coast Guard Academy Alumni Association (1995-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. 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 Medals:

Defense Superior Service Medal (1)

Legion of Merit (1)

Meritorious Service Medals (6)

Coast Guard Commendation Medals (3)

Coast Guard Achievement Medal (1)

Honors:

Beta Gamma Sigma International Honors Society

17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

None.

18. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

- **Panel, Pacific Amphibious Leaders Conference 2024, Seoul, Korea (June 3, 2023), Countering Natural Resource Exploitation and Coordinating with Law Enforcement (I do not have a hyperlink for, or digital copy of my remarks).**
- **Panel, Australian-American Leadership Dialogue, Honolulu (October 26, 2023), A critical look at maritime threats and risks for the Pacific**

island countries (I do not have a hyperlink for, or digital copy of, my remarks).

- **Guest Speaker, Rotary Club of Metropolitan Honolulu (December 7, 2023), An overview of the mission of JIATF West and role within the Indo-Pacific Command (attached).**
- **Panel, U.S. Army War College International Fellows program (February 20, 2024), A commander level perspective on regional security challenges when interacting with Higher HQ and Allies & Partners (I do not have a hyperlink for, or digital copy of my remarks).**
- **Panel, Alaska Defense Forum (August 26th). Leading America's Arctic. Perspectives on challenges and opportunities for military and inter-agency operations in the Arctic. (I do not have a hyperlink for, or digital copy of my remarks).**

In addition to these external engagements, I provided numerous remarks internal to the Coast Guard and Department of War, including changes of commands, retirements, and all hands.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

None.

20. 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 full name of an “alias” or “handle”, including the complete URL and username with hyperlinks, 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.

Facebook (Bob Little) ([\(20+\) Facebook](#))

Linked In (Bob Little) ([\(21\) Bob Little | LinkedIn](#))

21. 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, committee, and subject matter of each testimony.

Government witness to the Senate Committee on Commerce, Science, & Transportation; Subcommittee on Oceans, Fisheries, Climate Change and Manufacturing; Hearing on Coast Guard Drug Interdiction and Enforcement in the maritime Environment; September 19, 2024.

22. 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?

Based on my operational, staff, and educational experiences, I believe I am qualified to help advance national strategic and service objectives. I have been wearing the Coast Guard uniform for over 34 years and am humbled by the opportunity, if confirmed, to continue serving. As a member of our Flag Corps, I will help to lead this Service into the future, support our workforce and their families, and continue to provide service and value to the Nation.

I am currently serving as Commander of the U.S. Coast Guard Arctic District. In this job I am on the front lines to control, secure, and defend the U.S. maritime borders and approaches in the high north. The Arctic is among our most strategically significant and rapidly changing operational environments with both Homeland Security and Homeland Defense equities. In my short time in this command, I have advanced collaboration with the joint force, increased our response posture to adversaries in the U.S. Arctic, and lead responses to multiple natural disasters. Leveraging my recent experience at the U.S. Indo-Pacific Command, I have increased collaboration between the U.S. Coast Guard, Department of War, and the interagency in Alaska and the Arctic. My experience of leadership as a Flag Officer, combined with the increased knowledge and skills acquired in a Joint Command, have enabled me to deepen relationships with U.S. Northern Command, Alaska Command,

and the Alaska National Guard. I will continue to advance the integration and collaboration of the Joint Force in the Arctic to ensure seamless control, security and defense of our Norther borders.

Having previously served as the Executive Assistant to the Commandant of the Coast Guard I was a principal advisor on policy, strategy & resource initiatives across all operations and mission support activities. I provided decision support, advice, and recommendations to shape, convey & execute strategic direction, policy and enterprise communications to drive Service outcomes.

I have served aboard six Coast Guard Cutters, accumulating over 13 years of sea time in diverse geographic regions to conduct defense operations, combat criminal networks and terrorist organizations, secure maritime borders, and safeguard global commerce. My last afloat assignment was as Commanding Officer of the Coast Guard Cutter STRATTON (WMSL 752). STRATTON is among the most capable, and technologically advanced ships in the Coast Guard's surface fleet. In other afloat assignments, I worked in both the Atlantic and Pacific geographic areas to conduct the full range of Coast Guard missions. I have led numerous combined military and law enforcement operations to provide oversight and enforcement of international regulatory regimes around the globe.

Ashore, I served as the Chief of Operational Forces for the Coast Guard's Pacific Area. In this role, I was responsible for providing mission ready cutters and aircraft to Coast Guard and Department of War Combatant Commanders in support of national strategic priorities. Earlier in my career I served as an Appropriations Manager in the Office of Resource Management's Budget Execution Division. In this position, I was responsible for oversight and accountability of the entire Coast Guard multibillion dollar budget.

All of this experience, associated acquired skills, and my continuing education have uniquely positioned me to continue service at more senior levels of leadership. I am ready to lead and serve the men and women of the Coast Guard into the future.

23. 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?

I believe that all senior leaders have responsibility with respect to management and accounting controls and must be intolerant of fraud, waste, or abuse of government resources. My degrees in Business and experience in the Federal budget process, appropriations, and financial management have provided me with significant exposure to and awareness of management and accounting controls as they pertain to internal processes, financial controls, and overall audit and risk management. My experience as an Executive Assistant (similar to Chief of Staff in other government agencies) to both the Vice Commandant and Commandant has provided me the opportunity to lead, and support leadership of the entire Coast Guard enterprise. My command experiences, budget experience, and other significant staff jobs have all involved broad responsibility, management and mitigation of significant risk, and accountability for appropriate use of enterprise resources.

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

I believe the top three challenges for the Coast Guard are 1. The need to meet increasing demand for our services in an increasingly dynamic environment; 2. The associated strain on workforce and families as we shoulder this increased demand; and 3. Our ability to recruit train and retain a motivated workforce.

The Coast Guard and our services are in demand at a level I have not seen in my career. Our ability to meet current and future demand requires transformational thinking. We must challenge ourselves to innovate, think and operate differently, and ensure we acquire capabilities that efficiently buy down Homeland and National Security risk.

This increase in mission demand, coupled with aging assets and infrastructure, is taking an increased toll on our workforce and their families. As we evolve the Service to meet the aforementioned demands, we must balance the tension between mission performance, mission risk, and the strain that we place on our workforce. We ask a lot of our people,

and we owe them the assets, tools, and support to ensure they remain effective, safe, happy, and healthy.

Finally, and perhaps most importantly, we are facing an existential workforce shortage. If we do continue to rapidly close our recruiting and accessions gap, we will be less able to meet existing and growing demand for our services, and the subsequent strain on our existing workforce will impact retention.

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, such as a 401(k) or pension plan.

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. Please see my nominee PFDR. 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 any conflict of interest or potential conflict of interest arises, 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, but if any conflict of interest or potential conflict of interest arises, 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.

None.

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.

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, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group?
If yes:
 - a. Provide the name of the court, 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, municipal, or foreign government 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 assault, sexual harassment, or discrimination on the basis of sex, race, religion, whistleblower activity, or any other basis? If so, please explain.

No.

6. 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/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation 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/commission/corporation 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.

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.

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

RALPH R. LITTLE 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 14th day of November, 2025.


Notary Public



RDML Bob Little

Current Assignment:

2025-Pres: Commander, U.S. Coast Guard Arctic District, RDML

Assignment History:

2023-2025: Director, Joint Interagency Task Force West, US INDOPACOM, RDML
2022-2023: Executive Assistant to the Commandant, CAPT
2021-2022: Executive Assistant to the Vice Commandant, CAPT
2019-2021: USCGC STRATTON, Commanding Officer, CAPT
2017-2019: Coast Guard Pacific Area, Chief, Operational Forces Branch, CAPT
2015-2017: USCGC DEPENDABLE, Commanding Officer, CDR
2014-2015: Massachusetts Institute of Technology (MIT), Sloan Fellow, CDR
2012-2014: Special Assistant to the Vice Commandant, CDR
2009-2012: USCGC KUKUI, Commanding Officer, LCDR
2008-2009: O&S Appropriation Manager, Budget Execution Division, LCDR
2006-2008: PC&I & Other Appropriations Manager, Budget Execution Division, LCDR
2004-2006: USCGC ELM, Executive Officer, LT
2001-2004: Coast Guard Training Center Yorktown, Deputy Comptroller, LT
1999-2001: College of William and Mary, Financial Management, LTjg
1997-1999: USCGC NANTUCKET, Executive Officer, LTjg
1995-1997: USCGC THETIS, First Lieutenant, Deck Watch Officer, ENS

Educational Summary:

2015 MIT, Sloan Fellows' Program in Innovation and Global Leadership
2015 MIT, Sloan School of Management, MBA, Certificate in Sustainability
2012 Air University, Air Command and Staff College, JPME Phase I
1999 College of William and Mary, MBA
1995 United States Coast Guard Academy, Bachelor of Science in Management

Military Awards & Significant Recognition:

DSSM (1), LOM (1), MSM (6) CGCOM (3), CGAM (1), Rifle & Pistol Expert Medals
2014 Commandant's Staff Badge
2010 Command Afloat Insignia
2005 Permanent Cutterman Insignia
2001 Beta Gamma Sigma International Honors Society

Rear Admiral Bob Little

U.S. Coast Guard



Rear Admiral (RDML) Little assumed the duties of Commander, Coast Guard Arctic District in July 2025. The District is responsible for securing the homeland by projecting forces to advance U.S. sovereignty and national interest, countering malign foreign influence, and ensuring safety, security and stewardship of the northern high latitudes. RDML Little is responsible for all operations to control, secure and defend the northern U.S. border and maritime approaches within the U.S. Arctic and Alaska; to facilitate commerce vital to economic security and strategic mobility for U.S. ports, waterways, and shipping in the physical and cyber domains; and to successfully respond to crises and contingencies that may come with little or no warning by sustaining readiness throughout the vast Arctic and Alaskan region.

Rear Admiral Little most recently served as the 20th Director of Joint Interagency Task Force West (JIATF West), U.S. Indo-Pacific Command. There he coordinated among the U.S. interagency and international partners to identify, monitor, and counter illicit and malign activity of our adversaries, cartels, and foreign terrorist organizations.

RDML Little has served aboard six Coast Guard Cutters, held three afloat commands, accumulated over 13 years of sea time, and operated in both the Atlantic and Pacific areas of operations. RDML Little's operational career has been focused on securing the U.S. maritime border, conducting alien migrant and narcotics interdiction, defense operations, combating criminal networks, and safeguarding U.S. maritime commerce. His most recent afloat command was the National Security Cutter STRATTON, among the most capable and technologically advanced ships in the Coast Guard's surface fleet. In STRATTON, RDML Little deployed to the Western Pacific for defense and security operations with the U.S. Navy's Seventh Fleet, the Arctic Ocean and Bering Sea to protect National sovereign interests, and the Eastern Pacific to support the U.S. Southern Command. He has led numerous combined military and law enforcement operations afloat to strengthen relationships with international allies and partners.

RDML Little has also served in several shore-based staff tours, including as the Executive Assistant to the Commandant of the Coast Guard. In this capacity, he was a principal advisor on policy, strategy, and resource initiatives across all operational and mission support activities. Other staff assignments include Chief of Maritime Forces for the Coast Guard's Pacific Area, Special Assistant to the 28th Vice Commandant of the Coast Guard, Appropriations Manager in the Office of Resource Management, and Deputy Comptroller at the Coast Guard's Training Center in Yorktown, Virginia.

RDML Little is a 1995 graduate of the U.S. Coast Guard Academy where he earned a Bachelor of Science in Management. He has been awarded a Master of Business Administration by both the College of William and Mary and the Massachusetts Institute of Technology (MIT). He is a 2012 graduate of the Air Command and Staff College and in 2015 completed the Sloan Fellows Program in Innovation and Global Leadership at the MIT Sloan School of Management.

RDML Little's awards include the Defense Superior Service Medal, Legion of Merit, six Meritorious Service Medals, three Coast Guard Commendation Medals, and one Coast Guard Achievement medal, along with several additional personal, unit, and operational awards.

**Addendum to the questionnaire submitted to the Senate Committee on
Commerce, Science, and Transportation, 119th Congress
by RDML Ralph R. Little, U.S. Coast Guard**

Upon further review, I have identified fourteen additional items that are responsive to question A.19 on the Committee's questionnaire. They are:

- Feb. 16, 2026 – Coast Guard commissions news FRC cutter: (Press Release) [Coast Guard commissions USCGC Frederick Mann \(WPC 1160\) in Kodiak, Alaska > United States Coast Guard News > Press Releases](#) (Kodiak Daily Mirror): [New Arctic District Chief: Kodiak essential to USCG mission | Local News | kodiakdailymirror.com](#), [Base Kodiak hosts third fast cutter commissioning | Local News | kodiakdailymirror.com](#)
- Feb. 11, 2026 – U.S. Coast Guard's LinkedIn: [Strengthening Arctic Readiness | U.S. Coast Guard | 12 comments](#)
- Oct. 19, 2025 - Alaska guard C-17 evacuated at least 300 on one flight amid ongoing rescues after floods: <https://taskandpurpose.com/news/alaska-rescues-flooding/>
- Sep. 8, 2025 - Coast Guard deploys icebreaker, Kodiak C-130 to eyeball Chinese ships: [Coast Guard deploys icebreaker, Kodiak C-130 to eyeball Chinese ships | Local News | kodiakdailymirror.com](#)
- Aug. 16, 2025 - Coast Guard Continues Response to Chinese Research Vessel Activity in U.S. Arctic: [Coast Guard Continues Response to Chinese Research Vessel Activity in U.S. Arctic > United States Coast Guard News > Press Releases](#)
- July 15, 2025 - US Coast Guard receives new commander, new name for Alaska: [US Coast Guard receives new commander, new name for Alaska | Juneau Empire](#)
- July 14, 2025 - Coast Guard receives billions in new Arctic funding : [As Coast Guard receives billions in new Arctic funding, Alaska region gets new commander and name - Anchorage Daily News](#)
- July 23, 2023 - Joint Interagency Task Force-West Holds Change of command Ceremony: [Joint Interagency Task Force-West Holds Change of Command Ceremony > U.S. Indo-Pacific Command > News Articles](#)
- May 24, 2021 – “Coast Guard Cutter Stratton holds change of command ceremony” – (link not available)
- Nov. 18, 2020 - Covid-19 outbreak on Coast Guard vessel cuts counter-drug patrol short: <https://www.nbcnews.com/news/military/covid-19-outbreak-coast-guard-vessel-cuts-short-counter-drug-n1248174>
- June 30, 2020 - USGC Stratton Returns Home After 94-day Patrol: <https://www.defensemmedianetwork.com/stories/usgc-stratton-returns-home-94-day-patrol-6000-pounds-cocaine-worth-113m-seized-w-video/>

- Nov. 23, 2019 - Stratton in the Indo-Pacific: Traversing the New Center of Gravity, Impact News Service: [Stratton in the Indo-Pacific: Traversing the New Center of Gravity > U.S. Indo-Pacific Command > News Articles](#)
- Oct. 25, 2019 – Targeted News Service: <https://www.dvidshub.net/news/357319/matter-interpretation-us-coast-guard-cutter-stratton-crew-member-vital-during-united-nations-security-council-resolution-enforcement>
- May 19, 2016 – The Virginian – Pilot: <https://www.pilotonline.com/2016/05/18/coast-guard-cutter-dependable-seized-101-million-in-drugs-during-55-day-patrol/>

The undersigned certifies that the information contained in the public addendum is true and correct.

Signed **56** LITTLE.RALPH.R.11534425 Digitally signed by
 LITTLE.RALPH.R.1153442556
 Date: 2026.02.18 13:23:31 -09'00'
 Ralph R. Little, RDML, USCG