

**Senate Commerce Committee Coast Guard Nominee Questionnaire,
116th Congress**

Instructions for 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):

*Miriam Lynn Lafferty
Miriam Lynn Mogendorf*

2. Position to which nominated:

Rear Admiral, Lower Half (RDML/O-7)

3. Date of Nomination:

October 15, 2019

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

*Home: [REDACTED]
Office: Portsmouth, VA 23704*

5. Date and Place of Birth:

October 22, 1970 – New York City, NY

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: Gregory (Greg) Martin Lafferty – Senior Account Manager – Practical Software Solutions (through Aug 2019); Manager – New Life Developers

Son: [REDACTED]

Son: [REDACTED]

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

United States Coast Guard Academy – 1989-1993 – Bachelor of Science
Joint Military Intelligence College – awarded Master of Science 2009
**Note: Joint Military Intelligence College is now called National Intelligence University*

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 1993. 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.

Perkins Cove Apartments, Inc – Corporate Officer (Secretary) & Property Manager – 12/2002 to present

Petros Property Management, LLC – Property Manager – 2/2000 to present

Covenant Commercial Investments, Inc – Corporate Officer (Secretary) & Property Manager – 8/2003 to present

Cornerstone Apartments, LLC – Property Manager – 12/2002 to present

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.

Cabarrus Country Club – 2010-2016 – Summer/pool membership

This is a local country club that offers summer pool memberships to the community. It does not restrict membership on the basis of sex, race, color, religion, national origin, age, or handicap.

Christian Communicators of the Southeast (CCofSE)– 2010-2016 – General Member, Local Club Director, Tournament Director – This is a local homeschool speech and debate club that does restrict membership based on religion.

West Cabarrus YMCA – 2004-present - member - This is a community organization that does not restrict 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)? 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 \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

None.

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

*Defense Meritorious Service Medal
Meritorious Service Medal x2
Coast Guard Commendation Medal x4
Coast Guard Achievement Medal x2
Coast Guard Commandant's Letter of Commendation x2
Coast Guard Cutterman Insignia
Department of Transportation Office of Secretary Badge*

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.

None.

18. List 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.

Facebook – "Miriam Lafferty" – Active

Linked In – "Miriam Lafferty" – Active

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 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 in the United States Coast Guard for over 25 years, serving both on active duty and in the Reserves. During this time, I have been assigned to a variety of operational and staff positions across the spectrum Coast Guard missions, continuously progressing to positions of increased responsibility. As a Reservist, I have been privileged to mobilize during significant contingency events including the Deepwater Horizon oil spill and Hurricanes Irma and Maria. These experiences have taught me how to foster teamwork, lead in complex and often high stress environments and drive organizational change. As the Senior Reserve Officer for my past two assignments, I have also gained valuable experience in managing the Reserve Component and positioning it to best support the missions of the Coast Guard. Finally, I have had the opportunity to work alongside both our Department of Defense joint partners and interagency colleagues and understand the role the Coast Guard plays in national defense and whole of government responses.

I have been humbled by the passion and dedication of our Coast Guard men and women who proudly wear the uniform. I am especially impressed by our Reservists who balance full-time civilian careers with their Coast Guard employment, yet remain willing to serve in times of crisis and operational demands. It would be my

privilege to serve as a Flag Officer continuing to support the Coast Guard and its members.

21. 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?

As a Senior Officer, I understand that I am completely responsible for my own actions and those of my subordinates. It is my duty to ensure proper stewardship of public resources and to maintain the public's trust and confidence in how the Coast Guard is managing those resources. In carrying out my responsibilities as a Senior Coast Guard Senior Leader, I will ensure that proper management and accounting controls are in place. In my Coast Guard career, I have been exposed to various parts of the budget process and have developed and managed the budget for my units at the Area and District level within the Coast Guard. As the Commanding Officer and Executive Officer for a Coast Guard Patrol Boat, I managed all operational funds for my unit. I recently served as the District Resource Management Division Chief. In this position, I oversaw the Budget office and ensured proper execution of District funds, including supplemental funding for Hurricane Irma and Marie storm damage. In my civilian career as a property manager and business owner, I am responsible for ensuring the proper accounting of the income and expenses for each property and providing accurate reporting.

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

The top three challenges facing the Coast Guard, and the Coast Guard Reserve in particular are:

- 1) *Reserve End-Strength – The Coast Guard Reserve serves as the Service's only surge capacity force. Reserve Component members provide critical support to Department of Defense (DoD) Combatant Commanders, deploy worldwide to provide Port Security in support of DoD missions, they respond to the needs of our citizens during natural disasters (e.g. Katrina, Harvey, Irma, Maria, Dorian, etc.) and they respond to major environmental disasters such as the Deepwater Horizon Oil Spill. The value of RC members to the Coast Guard's ability to remain ready and responsive to answer our Nation's needs cannot be overstated. Currently, all of the military services are experiencing recruiting challenges. Similarly, the Coast Guard Reserve is understrength and every effort must be made to ensure this critical element of the Coast Guard workforce is brought back to full strength. Doing so will ensure that the Coast Guard has the deep bench strength and expertise to tackle the Nation's next disaster or national security threat.*
- 2) *Diversity of our Workforce – People are our most valuable resource and our service must foster a culture that values the diversity of our workforce – including*

members from various racial, gender, and ethnic backgrounds. Merely recruiting a diverse workforce is not enough. We must also ensure that each member feels included and part of the community. We must mentor and train all of our members, ensuring equal opportunity for advancement and promotion throughout their career. A diverse workforce strengthens the entire service, improves the effectiveness of our units, and retains members with valuable skills.

- 3) *Predictable Funding – The Coast Guard requires predictable funding to not only sustain critical operational missions but to also recapitalize its assets and infrastructure. Since 2010, the Coast Guard has been impacted by over 35 continuing resolutions. These budgetary periods require the Coast Guard to reduce routine missions, halt “new start” contracts, and jeopardize planned asset maintenance periods. Coast Guard Reserve members are likewise impacted by forced delays for training and travel, reducing future mission readiness. Predictable funding allows the Coast Guard to plan for short-term and long-term fiscal needs balancing operational requirements and future force sustainment.*

B. POTENTIAL CONFLICTS OF INTEREST

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

Please see my nominee Public Financial Disclosure Report.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

Yes. As a military Reserve member, it is my intent to maintain my affiliation with our closely held real estate holding entities. Currently, I serve as a corporate officer (Secretary) for two entities and am responsible for all general property management activities including tenant relations and contractor scheduling for two others. I have sought ethics advice relating to my civilian activities and have been advised that they do not present a conflict of interest relating to my Coast Guard duties. I will continue to follow the advice of counsel to ensure that no conflict of interest or other ethics concern arises relating to my non-federal business activities.

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, but if one should arise I will obtain advice from a Coast Guard ethics official and will 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 should one arise I will obtain advice from a Coast Guard ethics official and will 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 concern arises I will obtain advice from a Coast Guard ethics official and will 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

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, 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.

Occasionally, our real estate holding entities are involved in eviction proceedings or small claims proceedings as the plaintiff.

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 sex, race, religion, or any other basis? If so, please explain.

No.

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

No, I have never served as a general court-martial convening authority.

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

MIRIAM LAFFERTY 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.

Miriam P. Lafferty
Signature of Nominee

Subscribed and sworn before me this 14th day of NOVEMBER, 2019.

[Signature]
Notary Public





Captain Miriam L. Lafferty

Reserve Chief of Staff, Atlantic Area
U.S. Coast Guard



Captain Miriam Lafferty assumed the duties of the Atlantic Area Reserve Chief of Staff in October 2018.

Captain Lafferty's career has included a variety of operational and staff assignments, with over 10 years spent on active duty. Following her graduation from the Coast Guard Academy in 1993, she reported aboard the USCGC HARRIET LANE, Portsmouth, VA, serving as a Deck Watch Officer. She assisted with the rescue of hundreds of migrants during the mass exodus from Cuba and Haiti. Her second tour was aboard the USCGC DRUMMOND, Cape Canaveral, FL, as the Executive Officer, where she conducted fishery and law enforcement patrols and provided security assistance for the Space Shuttle launches. Captain Lafferty transferred to the 13th District in Seattle, WA, to serve as the District Commander's Aide and later in the Office of Law Enforcement. She returned to sea in 2000 as the Commanding Officer of the USCGC CHANDELEUR, Miami, FL. She served briefly at the Maritime Intelligence Unit and was on watch as the events of 9/11 unfolded. Her last active duty assignment was in the Secretary of Transportation's Office of Intelligence and Security.



Captain Lafferty's reserve career began at the Joint Military Intelligence College (now known as the National Intelligence University) earning her Master's degree in Strategic Studies. After graduation, she worked at Sector North Carolina in the Contingency Planning Department. She transferred to Atlantic Area's Cutter Forces Branch where she was recalled during Deepwater Horizon. Captain Lafferty also served as the Executive Officer for the Coast Guard Reserve Unit at U.S. Southern Command supporting national security objectives throughout Central and South America. Most recently, she was the Senior Reserve Officer for the Seventh Coast Guard District in Miami, FL, providing expertise and strategic guidance to the District Commander on the use and employment of nearly 1,000 Reserve forces located throughout the southeast.

Captain Lafferty's awards and decorations include the Defense Meritorious Service Medal, Coast Guard Meritorious Service Medal, Coast Guard Commendation Medal and Coast Guard Achievement Medal. In addition, she holds a permanent Cutterman's Insignia.

REAR ADMIRAL (sel) Miriam L. Lafferty

Current Assignment

Oct 2018 – Present Atlantic Area, Reserve Chief of Staff

Assignment History

Jan 2018 – Jun 2018 District 7, Chief, Resource Management Division
Jun 2015 – Sep 2018 District 7, Senior Reserve Officer
Jun 2012 – Jun 2015 Coast Guard Reserve Unit U.S. Southern Command, Executive Officer
Jun 2009 – Jun 2012 Atlantic Area, Cutter Forces Staff
Oct 2005 – Jun 2009 Sector North Carolina, Contingency Planning and Force Readiness
Oct 2003 – Oct 2005 National Intelligence University – MS Strategic Intelligence Reserve Program, Student
Jun 2002 – Jul 2003 Dept of Transportation, Office of Intelligence and Security (S-60) Staff
Sep 2001 – Jun 2002 District 7, Maritime Intelligence Center, Watch Captain
Jun 2000 – Sep 2001 USCGC CHANDELEUR, Commanding Officer
Jun 1997 – Jun 2000 District 13, Admiral’s Aide & Law Enforcement Branch, Intel Division Chief
Mar 1995 – Jun 1997 USCGC DRUMMOND, Executive Officer
May 1993 – Mar 1995 USCGC HARRIET LANE, Deck Watch Officer

Educational Summary

Oct 2003 – Nov 2009 National Intelligence University, MS Strategic Intelligence
Jun 1989 – May 1993 U.S. Coast Guard Academy, BS Marine Science

Military Personal Awards and Significant National Recognition or Achievement

2015 Defense Meritorious Service Medal
2019, 2003 Meritorious Service Medal
2018, 2010, 2009, 2001 Coast Guard Commendation Medal
2000, 1997 Coast Guard Achievement Medal
2001 Cutterman Insignia

Significant Current Professional Credentials or Recent Activities

2019 Joint Professional Military Education Level 1
2019 Liaison Officer Type 1
2019 Hurr Dorian, Liaison Officer to Fleet Forces Command
2018 Hurr Florence, Liaison Officer to FEMA Region IV
2017 Hurr Irma & Maria, Liaison Officer to FEMA Region IV
2016 Hurr Matthew, Liaison Officer to FEMA Region IV
2015-2019 Exercise Integrated Advance, Liaison Officer to Army South
2011 Deepwater Horizon, Critical Resources at National Incident Command and Watch Captain at Atlantic Area