

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): Laura Marie Dickey
2. Position to which nominated: Rear Admiral, Lower Half
3. Date of Nomination: 23 October 2017
4. Address (List current place of residence and office addresses):

[REDACTED]

[REDACTED]

5. Date and Place of Birth: August 10, 1968; Wilmington, North Carolina
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).

None.

7. List all college and graduate degrees. Provide year and school attended.  
M.A. – National Security & Strategic Studies – U.S. Naval War College – 2012  
J.D. – Law – University of North Carolina at Chapel Hill School of Law – 2002  
B.S. – Government – U.S. Coast Guard Academy - 1990
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 23, 1990. 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 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.

- Co-Trustee – Thomas R. Dickey Revocable Trust – Nov. 27, 2015 to Present.
- Member-Manager as a Co-Trustee, JTD Waterway, LLC – Feb. 2016 to Present.
- Member-Manager as a Co-Trustee, JTD Properties, LLC – Feb. 2016 to Present.
- Member-Manager as a Co-Trustee, JTD IWYC, LLC – Feb. 2016 to Present.
- Member-Manager as a Co-Trustee, JTD Marine, LLC – Feb. 2016 to Present.

(These four LLCs consist of rental properties and cash assets and are owned by the Trust, which is a family trust. My mother, sister, and I became co-trustees upon the death of my father, Thomas R. Dickey, previously the sole trustee, in November 2015.)

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, North Carolina State Bar, 2002-Present

Member, North Carolina Bar Association, 2002-Present

Member, U.S. Coast Guard Academy Alumni Association, 1990-Present

Member, University of North Carolina General Alumni Association, 2002- Present

Member, The Naval War College Foundation, 2012- Present

Member, The Rams Club, Chapel Hill, NC, 2001-Present

Member, Airlie Yacht Club, Inc., Wilmington, NC, 2006-Present

Member, Inlet Watch Yacht Club, Inc., Wilmington, NC, 1990-Present

President, Puget Sound Cuttermen's Association, Seattle, WA, 2012-2014

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. 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.

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

Defense Superior Service Medal  
Meritorious Service Medal (4)  
Coast Guard Commendation Medal (3)  
Coast Guard Achievement Medal (2)  
National Defense Service Medal (2)  
Humanitarian Service Medal  
Global War on Terrorism Expeditionary Medal  
Global War on Terrorism Service Medal  
Various military unit awards

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. Do not attach copies of these publications unless otherwise instructed.

None.

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?

As a commissioned officer with more than 27 years of service, I have had the privilege and opportunity to serve in a wide variety of assignments across the tactical, operational, and strategic spectrum. I believe the breadth of these experiences, as well as the leadership skills I have gained from them, make me qualified for service as a Coast Guard flag officer. The majority of my experience has been in the operations afloat community; of my twelve years of sea time, I spent six of them in command. I have performed Coast Guard missions in the vast majority of our geographic maritime locations, with service in the Atlantic, Pacific, Gulf of Mexico, Caribbean, and Arctic. My staff positions are equally broad, and include service as an attorney practicing operational law and military justice, as second in command of our deployed forces based out of the Kingdom of Bahrain, as the Coast Guard's liaison to the Senate (including during the response to the Deepwater Horizon oil spill), as part of the Vice President's national security affairs team, and currently as second in command/chief of staff for Coast Guard operations in Alaska and the Arctic.

I understand and value the Coast Guard's relationship with the Executive and Legislative branches and interagency partners, in service to the American public, and within the international community. I was born into the Coast Guard as the daughter of a career Coast Guard officer and have devoted my life as an officer in our great service and to our nation. I am passionate about the Coast Guard, its members, and our missions and am honored and humbled to have the opportunity to continue to serve at its highest levels. I look forward to contributing to sustaining and improving mission execution as well as leading and preparing the Coast Guard and its people for the future.

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?

As a Coast Guard officer, I have a duty to operate ethically and within Departmental and Service budget policies and controls to ensure mission performance in a fiscally prudent manner. As a senior leader, I am charged with an even higher responsibility for ensuring proper resource stewardship through my own actions but also by those under my charge. Close adherence to fiscal regulations and policies, particularly in a constrained budget environment, is imperative. A mindset and commitment to responsible management is as important as having sound procedures and accounting methods in place.

As the Executive Officer of USCG Patrol Forces Southwest Asia, I created and implemented the budget for a unit with more than 250 personnel and six cutters when it became a permanent unit in 2004. I formulated a budget that worked within existing resources despite a significant increase in personnel and the addition of two cutters. I brought procurements into compliance with normal Coast Guard procedures despite the challenges and time critical nature of working overseas in a warzone. I have served as a Commanding Officer or Executive Officer on five Coast Guard

cutters, responsible for budget execution and the management of all personnel. As the Coast Guard's Senate liaison, I developed an understanding of the Coast Guard's budget and acquisitions programs and the responsibilities we have to work within our authorizations and appropriations. In my current position as Chief of Staff of the Seventeenth Coast Guard District, I am responsible for the leadership, management, and administration of more than 1800 military, civilian, and Auxiliary personnel, and directly supervise a staff of 120. Additionally, I oversee the budget formulation and execution of \$36M in support of Coast Guard operations throughout the District.

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

I believe there are a number of challenges facing the Coast Guard, the most pressing of which include:

1. Workforce Recruitment and Retention: The Coast Guard is best served by a diverse, experienced, proficient, motivated and educated workforce. Recruiting the right workforce is challenged by an improving economy and by the changing attitudes of younger generations towards employment. Gone are the days of a generation that stayed with one employer for a career with a pension at retirement. Today's Millennial generation is a talented yet more transient workforce, apt to change employers and careers more frequently. The new Blended Retirement System provides incentives to join but may also provide an incentive for members to depart the service earlier as they will now have something to take with them before they would have been vested with full retirement benefits. This may create a situation where there is a depletion of high performing members, leading to rapid advancements for those that remain, resulting in lower proficiency levels and increased training costs. Likewise, initiatives designed to provide benefits such as education and credentialing may have the unintended consequence of helping to prepare members to leave the service for other careers. What is needed is a robust retention strategy focused on job satisfaction and pride, making the Coast Guard the preferred employer. Additionally, we have an aging civilian workforce that will need to be replaced. Hiring timelines, incentives, and training must be optimized to enable replacement of these very experienced workers who currently hold the "corporate memory" on a vast number of programs.

2. Changing Domains: The Coast Guard is facing the need to perform its traditional missions across expanding and new domains without significant expansion of assets or personnel. Successes in counternarcotics operations as part of our Western Hemisphere Strategy have been the result of a surge of cutters and aircraft that may not be sustainable or may be at the expense of other operations and locations. Likewise, narco-traffickers continue to develop new methods and expand the types of illicit cargos they attempt to bring into our country and the areas in which they operate. Emerging cyber domain needs will demand significant resources, technology, expertise, and effective partnerships both across the interagency as well as with the maritime public. The Arctic presents a changing environment and an

expanding domain for Coast Guard operations. The growth of maritime traffic, increased natural resource exploration and extraction, sovereignty concerns, and the need for international cooperation and coordination demand a Coast Guard that can operate effectively and efficiently in an extreme environment. The demand for Coast Guard activities will increase globally in support of national security objectives, and in response to the changing global economy. While the Coast Guard is working to recapitalize its operational assets, optimizing strategic placement of these assets will be key and their employment must be analyzed using a risk based approach to make best use of limited resources.

3. Infrastructure and mission support: As the Coast Guard expands operationally, the need to support operational forces increases as well. Aging infrastructure, exposure to destructive weather such as hurricanes, and changing requirements to meet new the needs of new assets create additional strains on limited maintenance, acquisition, and support budgets. Leveraging new technologies will be critical to maintain pace with today's world. A holistic approach to mission support to cover not only the asset but the people who operate them as well as the infrastructure which supports them (piers, housing, care for personnel and dependents) is essential. Efficiency and long term vision in mission support are imperative to prevent support demands from consuming budgets needed for operations. Internal coordination between the support and operational communities is required to ensure cost effective, justified, and flexible mission execution that is able to adapt to changing times and demands.

## 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 (PFDR). I am a co-trustee along with my mother and sister in the Thomas R. Dickey Revocable Trust, a family trust. The trust contains several bank accounts, mutual funds, stock, an IRA with mutual funds, and four Limited Liability Companies (the LLCs hold cash assets and rental properties in the form of a condo unit, a single family residence, and boat slips). As a co-trustee, I am a member-manager of the four LLCs. I have a fiduciary duty to manage trust holdings responsibly in accordance with the trust instrument, but I do not receive any compensation or income. Income is paid out annually for the benefit of my mother. Upon the death of my mother, any trust assets remaining will be divided equally between my sister and me as per the trust instrument. I have received written ethics advice from a Coast Guard ethics attorney and will follow that advice.

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.

I am a co-trustee along with my mother and sister in the Thomas R. Dickey Revocable Trust, a family trust. The trust contains several bank accounts, mutual funds, stock, an IRA with mutual funds, and four Limited Liability Companies (the LLCs hold cash assets and rental properties in the form of a condo unit, a single family residence, and boat slips as described in my PFDR). As a co-trustee, I am a member-manager of the four LLCs. I have a fiduciary duty to manage trust holdings responsibly in accordance with the trust instrument, but I do not receive any compensation or income.

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.

From 2009-2011, I served as the Coast Guard liaison to the U.S. Senate. As part of my duties, I worked closely with Congressional staff and Coast Guard leadership to respond to Congressional questions about Coast Guard activities, budget, and policies. I prepared Coast Guard witnesses for Congressional hearings and briefings on a variety of operational, legislative, regulatory, and budget topics, to include the Coast Guard Authorization bill and the Homeland Security Appropriations bill as it pertained to the Coast Guard. From 2014-2016, I served an assignment as the Special Advisor for Homeland Security, Counterterrorism, and Africa to Vice President Biden. As part of the Vice President's National Security Affairs staff, I worked with the National Security Council staff and briefed the Vice President, his National Security Advisor, and his Deputy National Security Advisor on national and international issues for their awareness and decision-making in furtherance of Administration positions.

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? If so, please explain.

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 of which you are or were an officer ever been involved as a party in an administrative agency 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 sex, race, religion, or any other basis? If so, please explain.

In May 2017, a civilian employee whom I supervise submitted a complaint alleging that she was the subject of harassment based on age and disability, and retaliation for sick leave requests. I never declined a leave request, but frequent absences prompted me to issue a "Letter of Requirements" explaining how to request leave consistent with Coast Guard policy and the Family and Medical Leave Act. The complaint named me and the entire front office staff. A senior officer outside my chain of command serving as Preliminary Investigating Officer found the allegations unsubstantiated. The District Commander concurred and closed the matter. The employee could have filed an employee grievance or an EO complaint but did not.

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**

Laura M. Dickey being duly sworn, hereby states that she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of her knowledge, current, accurate, and complete.

Laura M. Dickey  
Signature of Nominee

Subscribed and sworn before me this 24 day of October, 2017

R. Sumitria White  
Notary Public

R. SUMITRIA WHITE  
NOTARY PUBLIC DISTRICT OF COLUMBIA  
My Commission Expires January 14, 2018





**Captain Laura M. Dickey**  
**Chief of Staff, 17th Coast Guard District**  
**U.S. Coast Guard**



Captain Laura M. Dickey currently serves as the Chief of Staff for the Seventeenth Coast Guard District. Headquartered in Juneau, Alaska, the 17th District encompasses an area of nearly four million square miles of the Pacific and Arctic Oceans including the Bering Sea. The District is responsible for the performance of every Coast Guard mission, but has a strong focus toward safety of life at sea, environmental protection and marine safety.

Captain Dickey most recently served as Vice President Biden's Special Advisor for Homeland Security, Counterterrorism, and Africa. Her portfolio at the White House also included maritime security, the Arctic, the National Response Framework, and a number of other national security and humanitarian issues.



A career cutterman, Captain Dickey has more than 12 years afloat conducting law enforcement, search and rescue, and homeland security operations throughout the Atlantic, Pacific, Gulf of Mexico, Caribbean, Bering Sea, and the Arctic. She has served aboard six cutters, commanding three of them: USCGC MIDGETT (WHEC 726) in Seattle, Washington; USCGC DEPENDABLE (WMEC 626) in Cape May, New Jersey; and USCGC CHINCOTEAGUE (WPB 1320) in Mobile, Alabama.

Her shore assignments include service as the Coast Guard's Liaison to the U.S. Senate from 2009-2011, a period which included the Deepwater Horizon oil spill; Executive Officer of U.S. Coast Guard Patrol Forces Southwest Asia based in the Kingdom of Bahrain in support of Operation Iraqi Freedom; as a staff attorney at Maintenance & Logistics Command Atlantic; as a courts-martial prosecutor at the Navy Trial Services Office East; and as a Command Center Controller at the Atlantic Area/Fifth District Command Center.

Captain Dickey is a 1990 graduate of the U.S. Coast Guard Academy with a Bachelor of Science in Government. She earned a Juris Doctor from the University of North Carolina School of Law in 2002 and graduated with honors from Naval Justice School. She is also a 2012 graduate of the U.S. Naval War College, holding a Master of Arts in National Security and Strategic Studies. She is member of the Bar of the State of North Carolina.

Captain Dickey is a native of Wilmington, North Carolina. She has been awarded the Defense Superior Service Medal, four Meritorious Service Medals, three Coast Guard Commendation Medals, two Coast Guard Achievement Medals, numerous operational unit awards, and the Vice Presidential Service Badge.

**CAPT Laura M. Dickey**

**Current Assignment**

District 17, Chief of Staff, May 16

**Assignment History**

Aug 14 – Apr 16	Detached Duty -White House, Special Advisor to the Vice President of the United States for Homeland Security, Counterterrorism, and Africa, CAPT
July 12 – July 14	USCGC MIDGETT, Commanding Officer, CAPT
Aug 11 – Jun 12	U.S. Naval War College, Duty Under Instruction, CAPT
July 09 – July 11	Office of Congressional Affairs, Senate Liaison, CDR
Jun 07 – June 09	USCGC DEPENDABLE, Commanding Officer, CDR
Jun 05 – May 07	USCGC DALLAS, Executive Officer, CDR
May 04 – Apr 05	Patrol Forces Southwest Asia, Executive Officer, LCDR
July 03 – Apr 04	MLC Atlantic (L), Detached Duty, Naval Trial Services Office East, Courts-Martial Prosecutor, LCDR
Jun 02 – July 03	MLC Atlantic (L), Command Advice & Ops Law, Staff Attorney, LCDR
Aug 99 – May 02	Univ. of North Carolina School of Law, DUINS, LT/LCDR
July 97 – July 99	USCGC CHINCOTEAGUE, Commanding Officer, LT
Jun 94 – July 97	LANT/D5, Command Center/SAR Controller, LTJG/LT
July 92 – May 94	USCGC KEY LARGO, Executive Officer, LTJG
Jun 90 – Jun 92	USCGC MADRONA, Deck Watch Officer/OPS, ENS/LTJG

**Educational Summary**

2012 U.S. Naval War College, Master of Arts in National Security & Strategic Studies  
2012 U.S. Naval War College, JPME 2  
2011 U.S. Air Force Command and Staff College, JPME 1  
2002 University of North Carolina at Chapel Hill School of Law, Juris Doctor  
1990 U.S. Coast Guard Academy, Bachelor of Science in Government

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

Defense Superior Service Medal (2017),  
Meritorious Service Medal (2014, 2011, 2009, 2005),  
Coast Guard Commendation Medal (2007, 2004, 1997)  
Coast Guard Achievement Medal (1999, 1994)  
James V. Forrestal Award for Excellence in Strategy Development & Force Management  
(Student award, U.S. Naval War College) - 2012

**Significant Current Professional Credentials or Recent Activities**

2002- Present Member of the Bar/Licensed Attorney, State of North Carolina  
2002 Naval Justice School, graduated w/Honors, Article 27b certified  
National Incident Management System ICS 100, 200, 300, 400, 700, 800 certified