

Senate Commerce Committee Coast Guard Nominee Questionnaire, 116th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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

Nathan A. Moore (Nate)

2. Position to which nominated: Rear Admiral Upper Half (O-8)

3. Date of Nomination:

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

Home: [REDACTED]

Office: CG Headquarters, Washington DC 20593

5. Date and Place of Birth: 05 Sep 1970, Akron, OH

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).

Susan J. Moore – Teacher at Bishop O'Dowd High School, Oakland, CA

Nathan T. Moore – 19
[REDACTED]

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

U.S. Coast Guard Academy (1992) - Bachelor of Science in Naval Architecture and Marine Engineering

University of Michigan (1998) – Masters of Science in Naval Architecture and Marine Engineering

University of Michigan (1998) – Masters of Business Administration

National Defense University (2013) – Eisenhower School, Masters of Science in National Resource Strategy

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.

All of my post-graduate employment is with the United States Coast Guard. A list of assignments I have held is included in my official Coast Guard biography and chronology of work history is attached.

9. Attach a copy of your resume.

My official Coast Guard biography is attached

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

None

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

None

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

President, Bay Area Surface Navy Association (2016-2019)

Member, U.S. Coast Guard Academy Alumni Association (1992-present)

Member, Eisenhower School Alumni Association (2013-present)

Member, U.S. Naval Institute (1996-present)

Member, American Society of Naval Engineers (1998-present)

Member, National Ship Structures Committee (2013-2015)

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.

None

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

Legion of Merit Medal (3)

Meritorious Service Medal (5)

USCG Commendation Medal (2)

2017 - Intelligence Meritorious Unit Commendation - DNI

2015 - D11 "Top Seizure" Award – SPSS seizure of 16,876lbs cocaine

2015 - Coast Guard Foundation, Salute to the Coast Guard Unit Award

1997 - Benford/Zimmie Scholar – University of Michigan

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.

2014 – Published Article, "U.S. Government's Role in the Ship Repair"- ASNE Symposium

2009 – Published Article, "The Coast Guard Should Get a Break," USNI Proceedings

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.

LinkedIn account – Nathan A. Moore
Twitter account – @NathanM41995514

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.

The Subcommittee on Coast Guard and Maritime Transportation Hearing on: “Coast Guard and Port Infrastructure: Built to Last?” – 25SEP19

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?

The Coast Guard is a sea going service and I am a career shipboard officer and naval engineer. My tours in command of ships at sea and assignments working to maintain and repair them in port have positioned me well for senior leadership in the Coast Guard. For example, my most recent experience commanding a National Security Cutter conducting counternarcotics operations directly aligns with the Coast Guard’s Western Hemisphere Strategy. I also have extensive formal education in engineering and business management as well as practical leadership experience on staff and in the wardroom of five ships. As the Coast Guard continues to roll out new ships and boats in our effort to recapitalize the fleet, my education and experience will be invaluable.

I am honored to have been selected and nominated for the position of rear admiral upper half. After almost 28 years in the Coast Guard, I have a strong commitment to our people and to our mission. Being confirmed to the rank of admiral will position me to make lasting contributions to the betterment of the organization at the highest levels. I am honored to have been selected and nominated and am dedicated to continuing to serve at the executive level.

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?

The Coast Guard must continue to focus on maintaining the public trust that we have earned over decades of faithful service. Proper controls and management of business processes are critical to this effort. In my previous assignment as chief of naval engineering of the Coast Guard, I was responsible for all ship maintenance and repair including our only organic shipyard, the Coast Guard Yard in Baltimore, Maryland. This extensive enterprise of over 2,500 workers completed hundreds of millions of dollars of maintenance and repair contracts and included inventory control points with over \$150 million in inventory. My experience running that large organization, including the contracting and inventorying functions, provided me invaluable

experience for positions of even greater responsibility. As an engineer and process driven thinker, I clearly understand that proper management and accounting controls are essential to efficient operations and will work to ensure they are maintained in the Coast Guard.

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

Supporting our people and their families is a top priority. Coast Guard men and women are our most important assets, but we must continue to provide programs and policies that support their needs. Pay, allowances, healthcare, benefits, and family programs are all vitally important to maintaining a strong and healthy workforce.

Recapitalizing our fleet of ships and aircraft will remain a challenge moving forward. The Coast Guard has experienced success fielding new assets, but we continue to operate an aging fleet of ships and aircraft that need to be replaced. The Coast Guard's shore facilities are also badly in need of recapitalization in many places after years of unfunded maintenance and repairs have taken their toll.

Addressing critical deficiencies in cyber security is essential to our operational success in the future. As systems become more automated and interconnected, the need for cyber security will become even more important. Operations of port security systems and security of online communications systems are just two examples where defense against hacking and a coordinated response in the event of an attack is needed to ensure the execution of our missions.

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.

No

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

None. If a potential conflict of interest arises, I will obtain advice from a Coast Guard ethics official and follow that advice.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

None. If a 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. If a 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

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.

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.

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

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

None

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

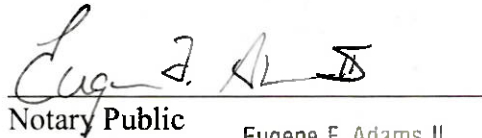
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

NATHAN A. MOORE 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 24th day of January, 2024.


Notary Public

Eugene F. Adams II
Notary Public, District of Columbia
My Commission Expires 9/30/2023

