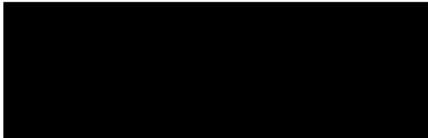


A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name: Linda L. Fagan (Maiden Name: Keene)
2. Position to which nominated: Vice Admiral (O-9); Pacific Area Commander
3. Date of Nomination: April 23, 2018



Work:

U. S. Coast Guard Headquarters
2703 Martin Luther King Jr. Ave SE
Washington, DC 20593-7318

5. Date and Place of Birth: July 1, 1963; Columbus, Ohio
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).

John J. Fagan; not working
Maira E. Fagan, 25
Aileen I. Fagan, 24

7. List all college and graduate degrees.

2007 - 2008	Industrial College of the Armed Forces, National Defense University; MS in National Resource Strategy.
1998 - 2000	University of Washington, School of Marine Affairs; Masters in Marine Affairs.
1981-1985	United States Coast Guard Academy, BS in Marine Science.

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.

June 2016 - Present	USCG HQ Deputy Commandant for Operations Policy and Capabilities (DCO-d)
June 2014 – June 2016	Commander First Coast Guard District, Boston MA
June 2012 – June 2014	NORTHCOM-Deputy Director for Operations (J3D)
June 2010 – June 2012	Commander, Sector New York;
May 2008 – June 2010	Executive Assistant/Executive Secretariat to the Commandant and Vice Commandant;
July 2007 – June 2008	Duty Under Instruction; Industrial College of the Armed Forces;
July 2004 – June 2008	Executive Officer, Activities Europe, Rotterdam, NL;
June 2000 – July 2004	Division Chief, Foreign and Offshore Vessel Compliance; CG Headquarters, Washington DC;
Aug 1998 – June 2000	Duty Under Instruction; University of Washington;
July 1995 – Aug 1998	Chief of Port Operations; Marine Safety Office Savannah, Georgia;
Nov. 1991 – July 1995	Marine Inspector; Marine Safety Office New Orleans;
May 1991 – Nov. 1991	Duty Under Instruction, Industry Training; Passenger Vessel Association, New Orleans Steamboat Company;
July 1989 – May 1991	Marine Casualty Investigator; Marine Safety Office Mobile, AL;
July 1987 – July 1989	Marine Inspector; Marine Safety Office Puget Sound, Seattle, WA;
July 1985 – July 1987	Deck Watch Officer; USCGC POLAR STAR, Seattle, WA.

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.

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 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, Board of Directors; American International School of Rotterdam 2004-2008

This organization 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.

None.

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.

Legion of Merit (4), Defense Superior Service Medal (DSSM), Meritorious Service Medal, Commendation Medal (3)

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.

4 Aug 10 – Coast Guard Art Program, Federal Hall; NYC.
12 Aug 10 – American Waterways Operators Regional Meeting; NYC.
07 Sep 10 – Marine Society of New York Quarterly Meeting; NYC.
12 Oct 10 – APM Terminal 4th Annual Safety Day; New Jersey.
03 Nov 10 – New York Propeller Club; New York.
23 Feb 11 – Navy League of New York; CG operations in New York.
30 Mar 11 – Panelist, Working Harbor Committee; NYC.
07 Apr 11 – Gaslighters Dinner; NYC.
20 Jun 11 – Governors Island Alliance Dinner; NYC.
16 Jul 11 – City of Water Days; NYC.
17 Aug 11 – Joint Planning Conference, New York National Guard; Albany, NY.
14 Jan 2014 - Navy League Dinner, Colorado Springs, CO.
17 Oct 2014 - National Association of Boating Administrators, Bar Harbor, ME.
24 Apr 2015- Docking Pilots of NY Annual meeting, NYC.
4 May 2015 - Red, White, and Blue luncheon, NYC.
25 May 2015- Soldier, Sailors, Airmen Memorial lunch, NYC.
15 Oct 2015 - Maritime and Arctic Security and Safety Conference, Arctic strategy, Boston, MA.
15 Mar 2016 - Heidmar Maritime Annual meeting, Stamford, CT.
27 Oct 2016 - NAMEPA/AMVER Awards Dinner, NYC.
23 Mar 2017 - Ancient Trident Installment, NYC.
2 Oct 2017 - AMVER Awards Dinner, DC.
12 Oct 2017 - Oceans Initiative, Monmouth NJ.
27 Oct 2017 - Women on the Water, Great Lakes Maritime Academy.
2 Nov 2017 - AMVER awards, Piraeus Greece.
6 Dec 2017 - LNG conference Houston, TX.
30 Jan 2018 - Passenger Vessel Association Annual Meeting, Savannah, GA.

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.

07 July 2016	House CGMT Countering Weapons of Mass Destruction
07 March 2018	House CGMT Implementing Coast Guard Programs
12 April 2018	Senate CST Preparing for the Next Hurricane Season

18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I have served the Coast Guard for over 33 years and have been assigned to diverse operational, policy and strategic assignments across the breadth of Coast Guard missions. In addition my assignment to NORTHCOM provided key insight into DOD missions, process and policies. I am a collaborative leader who understands the importance of transparent communications and taking care of our people. I am honored to be offered the opportunity to continue to serve.

My operational background includes experience in vessel and facility security/safety compliance, marine casualty investigation, pollution response, waterways management and port operations. My previous flag assignments have afforded me the opportunity to gain in-depth insight into all areas of Coast Guard operations, as well as a deeper understanding of acquisitions, budgeting, intelligence, cyber and the inter-agency process. These insights will be useful in leading the Coast Guard as well as within the Department of Homeland Security. I understand how the Coast Guard fits within the Department of Homeland Security and look forward to ensuring we are a key operating component within the Departments portfolio of responsibilities.

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?

a) I am committed to supporting and assisting the Commandant, the USCG Chief Financial Officer (CFO), and the Department in establishing transparent, efficient financial accounting controls. I will support the CFO in achieving our CFO Audit goals, while continuing to update our organizational financial management systems. Appropriate controls and procedures are a critical element of fiscal responsibility and stewardship of federal money. I will work to continually improve and mature organizational fiscal stewardship.

b) As a District Commander and Sector Commander I have lead large teams and executed fiduciary oversight over significant operating budgets. I accept full responsibility for my own actions and hold my subordinates accountable for their actions in ensuring compliance with all accounting and oversight requirements. In my current assignment I engage with the CFO and senior leadership to ensure proper execution and development of the agencies approximately \$10 billion budget. I am familiar with the controls in place and am committed to full transparency of how federal dollars are used to operate the coast Guard.

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

Recapitalizing, maintaining, and improving major assets and infrastructure in a decremental budget environment. The Coast Guard relies heavily on equipment and people to operate and execute our mission responsibilities. A reliable funding source for long term investment in operating assets is essential for fiduciary stewardship. Acquiring and maintaining the organization's IT network as a reliable, resilient operating system is an imperative.

Work force/talent management: Attracting and retaining a diverse and best qualified work force will be increasingly challenging. Recruiting capacity, work force services and talent management business rules will all require a review to ensure the best talent is recruited and more importantly retained.

Increasing agency resilience: The Coast Guard is a military agency with law enforcement authorities and significant first responder responsibilities. Our people operate at the forward edge of the maritime border. Operating systems, equipment and infrastructure that is resilient and adaptable to increasing threats will be essentially to maintaining readiness and responsiveness to the nations. Homeland security is improved with a resilient, ready Coast Guard.

B. POTENTIAL CONFLICTS OF INTEREST

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

Please see my nominee PFDR.

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

None.

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.

None.

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.

None.

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.

None.

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.

None.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

Yes. When I commanded the First Coast Guard District, a board recommended a petty officer's separation with an honorable discharge for assault and sexual harassment. I recommended a general discharge and he filed a complaint in June 2016 alleging discrimination. While the discrimination investigation proceeded, the Final Reviewing Authority in Washington approved an honorable discharge and discharge followed in September 2016. The complainant did not respond to the investigator's request for testimony and he did not respond when the agency sent him the investigation in December 2016 and asked whether he desired a final agency decision. A final agency decision on April 26, 2017 concluded that the investigative file did not demonstrate discrimination by a preponderance of the evidence.

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.

F. AFFIDAVIT

Linda L. Fagan 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.

Linda L. Fagan
Signature of Nominee

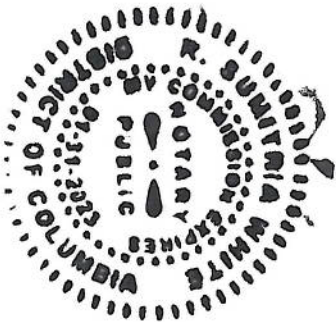
Subscribed and sworn before me this 24 day of April, 2018.

R. Sumatra White
Notary Public

District of Columbia: SS

Sworn to and subscribed before me on
the 24 day of April, 2018

R. Sumatra White
Notary Public's Signature
My Commission Expires 01/31/2023





Rear Admiral Linda L. Fagan
*Deputy Commandant for Operations,
Policy, and Capabilities
United States Coast Guard*



Rear Admiral Fagan serves as the U. S. Coast Guard Deputy Commandant for Operations, Policy & Capabilities, where she is responsible for establishing and providing operational strategy, policy, capability and resources to meet national priorities for U. S. Coast Guard missions, programs and services.

Additionally, Rear Admiral Fagan is currently recognized as the Coast Guard's first-ever Gold Ancient Trident for being the officer with the longest service record in the Marine Safety Field. In this role, she serves as an advocate and senior advisor for the Service's Prevention workforce.

Rear Admiral Fagan's prior flag officer assignments include service as the First District Commander from May 2014 through May 2016. In this role, she oversaw all Coast Guard missions across eight New England states and over 2,000 miles of Coastline while commanding more than 11,000 active duty, reserve, civilian, and auxiliary personnel, and employing 30 cutters, 200 boats, and 8 aircraft. She also previously served as the Deputy Director of Operations for Headquarters, United States Northern Command, advising the NORTHCOM Commander on all operations and providing strategic guidance to plan and execute all NORTHCOM missions.



Rear Admiral Fagan's 31-year career has taken her to all seven continents, from the snows of Ross Island, Antarctica to the heart of Africa, from Tokyo to Geneva, and many ports along the way. Prior to assignment to NORTHCOM, she served as the Commander, Sector New York. Sector New York is the Coast Guard's largest shore-based operational unit with responsibility for all Coast Guard missions in the greater New York metropolitan area and as far north as Albany. Additional operational assignments include service on board the USCGC Polar Star; Marine Inspector positions in Puget Sound, WA, Mobile, AL, and New Orleans, LA; Industry Training with the New Orleans Steamboat Company; Chief of Port Operations at Marine Safety Office Savannah; and Executive Officer-Marine Inspection Office/Activities Europe in Rotterdam. Rear Admiral Fagan's staff tours include Executive Assistant to the Commandant and Vice Commandant and Division Chief of the Foreign and Offshore Compliance Office.

Rear Admiral Fagan has extensive interagency as well as intergovernmental experience. She has worked with both the International Maritime Organization and International Labor Organization on flag state and port state issues, including the development of the International Ship and Port Security Code (ISPS), and the Consolidated Maritime Labor Convention.

Rear Admiral Fagan has a Bachelors Degree in Marine Science from the U.S. Coast Guard Academy, a Masters Degree in Marine Affairs from the University of Washington, and a Masters Degree in National Security Strategy from the Industrial College of the Armed Forces. Her awards include the Defense Superior Service Medal, three Legions of Merit, the Meritorious Service Medal, and the Arctic and Antarctic Service medals.

REAR ADMIRAL Linda L. Fagan

Current Assignment

June 2016 – Present Assistant Commandant for Operations, Policy, and Capabilities; USCG HQ, Washington, DC

Assignment History

June 2014 – June 2016 District Commander; USCG District One, Boston, MA
June 2012 – June 2014 Deputy Director of Operations; U.S. Northcom, Colorado Springs, CO
June 2010 – June 2012 Commander; USCG Sector New York, New York, NY
June 2008 – June 2010 Executive Assistant/Executive Secretariat to the Commandant and the Vice Commandant; USCG HQ, Washington, DC
July 2007 – June 2008 Duty Under Instruction; Industrial College of the Armed Forces, National Defense University, Washington, DC
July 2004 – June 2007 Executive Officer, Activities Europe, Rotterdam, Netherlands
June 2000 – July 2004 Division Chief; Foreign and Offshore Vessel Compliance; USCG HQ, Washington, DC
Aug 1998 – June 2000 Duty Under Instruction; University of Washington, Seattle, WA
July 1995 – Aug 1998 Chief of Port Operations; Marine Safety Office, Savannah, GA
Nov 1991 – July 1995 Vessel Inspector; Marine Safety Office, New Orleans, LA
May 1991 – Nov 1991 Duty Under Instruction; Industry Training, Passenger Vessel Association, New Orleans Steamboat Company, New Orleans, LA
July 1989 – May 1991 Marine Casualty Investigator; Marine Safety Office, Mobile, AL
July 1987 – July 1989 Marine Inspector; Marine Safety Office Puget Sound, Seattle, WA
July 1985 – July 1987 Deck Watch Officer; USCGC POLAR STAR, Seattle, WA

Educational Summary

2007 – 2008 Industrial College of the Armed Forces, National Defense University; MS in National Resource Strategy
1998 – 2000 University of Washington, School of Marine Affairs; Masters in Marine Affairs
1981 – 1985 United States Coast Guard Academy; BS in Marine Science

Military Personal Awards and Significant National Recognition or Achievement

2016 Legion of Merit
2014 Defense Superior Service Medal
2012 Legion of Merit
2010 Legion of Merit
2007 Meritorious Service Medal
2004 Legion of Merit
1998 Commendation Medal
1995 Commendation Medal

Significant Current Professional Credentials or Recent Activities

2017	USCG Gold Ancient Trident
2001	USCG Marine Safety Insignia