

**Senate Commerce Committee Coast Guard Nominee Questionnaire  
117<sup>th</sup> 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: Linda L. Fagan (Maiden Name: Keene)

2. Position to which nominated: Admiral (O10)

3. Date of Nomination: 8 April 2021

4. Address: [REDACTED]  
[REDACTED]

Work:  
U. S. Coast Guard Pacific Area  
Building 52 Coast Guard Island  
Alameda, CA 94501

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  
Moira E. Fagan, 28  
Aileen I. Fagan, 27

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 2018 – Present	Pacific Area Commander
June 2016 – June 2018	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 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 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.

None.

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. 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 last 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 (5), Defense Superior Service Medal (DSSM), Meritorious Service Medal, Commendation Medal (3)

17. Please list each book, article, column, Internet blog posting or 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.

### **Podcasts & Television Interviews**

“The Coldest War: Toward a Return to Great Power Competition in the Arctic,” *Great Decisions*, Foreign Policy Association, television interview, air date pends, [https://ww.fpa.org/great\\_decisions](https://ww.fpa.org/great_decisions)

“Global Maritime Security,” *Smart Women, Smart Power* with Bev Kirk, podcast audio, October 21, 2020, <https://www.csis.org/node/58567>

“Show 662,” *Frontlines of Freedom* with Denny Gillum, podcast audio, August 29, 2020, <http://frontlinesoffreedom.com>

*ThinkArctic Podcast* with Sinead Lykins, podcast audio, June 11, 2019, <https://www.uberconference.com/thinkarctic>

### **Publications**

*An interview with VADM Fagan*, *The Coast Guard Auxiliary Navigator Magazine*, publication pends.

### **Significant Social Media Videos**

**We are stronger together** (Message on diversity, equity and inclusion)  
<https://www.dvidshub.net/video/759391/we-stronger-together>  
7/7/2020

**The health, safety, and operational readiness of our crews and their families is paramount during the ongoing pandemic**  
<https://www.dvidshub.net/video/758222/health-safety-and-operational-readiness-our-crews-and-their-families-paramount-during-ongoing-pandemic> 6/22/2020

**Coast Guard Workforce Resilience** (suicide prevention and resilience)  
<https://www.dvidshub.net/video/753253/coast-guard-workforce-resilience> 5/15/2020

**Respect yourself and respect each other** (Joint Pacific and Atlantic Area message on sexual harassment and assault)  
<https://www.dvidshub.net/video/735480/respect-yourself-and-respect-each-other>.  
1/17/2020

**U.S. Coast Guard cutter departs for Western Pacific Ocean** (Indo-Pacific deployment during government shutdown)

<https://www.dvidshub.net/video/655426/us-coast-guard-cutter-departs-western-pacific-ocean>. 1/20/2019

### **Speeches & Panels**

“Coast Guard Global Operations in the Indo Pacific,” *Center for Naval Analysis Women Peace & Security Workshop*, virtual speech, December 2, 2020.

“Coast Guard Operations in the Arctic,” *UC Berkeley Master Class*, virtual speech, November 18, 2020.

“Maritime Safety and Security: The Admiral Perspective,” *American Geographical Society’s Geography 2050: The Future of the World Ocean*, virtual panel, November 17, 2020.

“Coast Guard Pacific Area Surface Fleet Operations,” *Surface Naval Association’s Waterfront Symposium*, virtual speech, August 27, 2020.

“Leadership and Diversity in the Coast Guard,” *Coast Guard Academy Women’s Equality Day Celebration*, virtual speech, August 26, 2020.

“Journey to a Road Less Traveled,” *Women’s Leadership Institute Stronger Together Leadership Summit*, virtual speech, August 14, 2020.

“Accessing Alaska’s Arctic: Ports and Icebreakers,” *Commonwealth North Arctic Study Group*, virtual panel, July 22, 2020.

“COVID-19 Impacts on Coast Guard Operations in the EPAC,” *Navy League’s NatSec2020: Coronavirus and Beyond*, virtual panel, June 30, 2020

“COVID-19 Impacts in the Arctic,” *Naval War College Arctic Symposium*, virtual panel, May 19, 2020.

“Reflections on Progress,” *Bay Area Women’s Leadership Symposium*, virtual speech, May 18, 2020.

“Are We Ready to Fight and Win in Fully Contested Zones?,” *AFCEA Western Conference and Exposition*, Panel, San Diego, CA, March 2, 2020.

“Rising to the Challenge...Exercising Leadership in an Increasingly Complex Arctic Geo-Strategic Environment.” *Alaska Command Arctic Symposium*, Speech, Fairbanks, AK, November 13, 2019.

“Arctic 2020...Becoming the Great Game of the New Millennium?” *Alaska Command Arctic Symposium*, Panel, Fairbanks, AK, November 14, 2019.

- “Marine Safety in the Maritime Transportation System,” *American Waterways Operators Fall Convention*, speech, San Diego, CA, October 17, 2019.
- “Coast Guard Global Operations in the Indo Pacific,” Strategic Discussion Group, virtual speech, October 14, 2020.
- “Operational Way Ahead for Naval Forces in the Pacific,” *47<sup>th</sup> Annual National Naval Officers Association Symposium*, panel, San Diego, CA, August 8, 2019.
- “Indo-Pacific Security Strategies,” *2019 Navy League Sea Air Space Symposium*, panel, Washington DC, May 6, 2019.
- “Sea Service Update – Vice Chiefs,” *2019 Navy League Sea Air Space Symposium*, panel, Washington DC, May 7, 2019.
- “Coast Guard Arctic Strategic Outlook,” *6<sup>th</sup> Annual Arctic Encounter Symposium*, speech, Seattle, WA, April 26, 2019.
- “Security Innovations: Oceans & Air Space,” *6<sup>th</sup> Annual Arctic Encounter Symposium*, panel, Seattle, WA, April 26, 2019.
- “VIP Panel Dialogue: Arctic Cooperation in the North Pacific,” *6<sup>th</sup> Annual Arctic Encounter Symposium*, panel, Seattle, WA, April 26, 2019.
- “Opening Remarks: Profiles in Courage,” *Bay Area Women’s Leadership Symposium*, speech, Alameda, CA, March 20, 2019.
- “Joint & Federal Arctic Maritime Forces,” *Alaska Command Arctic Maritime Symposium*, panel, Anchorage, AK, August 14, 2018.

18. 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 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: Linda L Fagan (active)  
Instagram: LLF85 (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.

07 March 2018 CGMT Implementing Coast Guard Programs

20. 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?

I have served the Coast Guard for over 36 years and have served in numerous diverse operational, policy and strategic assignments across the breadth of Coast Guard missions. I am a collaborative leader who is committed to transparent communications and taking care of our people. I have served in a DOD joint assignment and have an in-depth understanding of the interagency process and the Coast Guard's role within the Administration. I am honored to be offered the opportunity to continue to serve.

My operational background includes experience in Search and Rescue, high latitude operations, utilization of deployable specialized forces, counter narcotics interdictions, vessel and facility security/safety compliance, marine casualty investigation, pollution response, waterways management and port operations. My flag assignments have afforded me the opportunity to gain in-depth insight into the full breadth of Coast Guard operations, as well as a deep understanding of acquisitions, budgeting, intelligence, cyber and the inter-agency process. These insights are critical to leading inside the Coast Guard as well as within the Department of Homeland Security. The Coast Guard is a key operating agency within the Department of Homeland Security and I look forward to supporting the Departments portfolio of responsibilities and serving the Nation.

21. 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?

a) I remain fully 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 commit to continually improve and mature our organizational fiscal stewardship.

b) As an Area Commander and District 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 am fully engaged with the senior leadership and CFO to ensure proper execution and development of the agencies approximately \$11 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.



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

Work Force Readiness/Resiliency: The operational readiness of the organization is increasingly stressed as the workforce reacts to the on-going pandemic, increased uncertainty, reliable access to health care (particularly mental health) and increasing operational demands. Coast Guard members are energized by the mission but the stress created by the continuing pandemic and uncertainty across a number of fronts is taking a toll. Ensuring pay and entitlement parity with our fellow military service members is not something we take for granted and must be maintained to preserve readiness. In addition we must continue to focus on recruiting and retaining service members who reflect the diversity of the communities we serve. Creating a culture of inclusion and respect is an all-hands/everyday endeavor and requires leadership at every level in the organization, Department and Administration.

Capital Asset support and maintenance: As new capital assets continue to be commissioned and fielded they have been game changers across a breadth of maritime risk associated with illegal activity such as counter narcotics and unregulated and unreported fishing. Cutters, aircraft and boats require access to adequate shore-side infrastructure and predictable multi-year funding to ensure they are reliably maintained for operational readiness. Aging and deteriorating shore-side infrastructure along with increased maintenance cost for the new assets has created a significant budget challenge. Bringing the budget into better balance with regard to operating and maintenance costs is an imperative in the coming years. When coupled with increasing mission demand we will need to continue to seek efficiencies and innovation to reliably meet our commitment to the nation.

Increasing operational complexity and demand signal: We are in an era of Coast Guard ascendancy. Coast Guard services have never been in higher demand and the demand signal is growing. Peer competitors are leveraging their Coast Guards with a globally deployed approach. Smaller Coast Guards are in need of partnership, leadership and capacity building. This coupled with expanding high latitude operations, significant demand for engagement across the western Pacific, DOD interoperability and OPLAN commitments creates both opportunity and risk. Our commitment to homeland security is unwavering. The safety and security of the marine transportation system, search and rescue, contingency response remain no fail missions. In order to balance this increasing demand we must remain nimble in adapting new technologies, particularly those that increase maritime domain awareness and decision advantage for operational effect.

I am confident that the agency is poised to meet these challenges and I am grateful for the enduring support of our overseers.

## **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. Explain how you will resolve each potential conflict of interest.

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. Explain how you will resolve each potential conflict of interest

None.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

None.

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 by, or been the subject of a complaint to any court, administrative agency, an Inspector General, the Office of Special Counsel, 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.

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 race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental status, political affiliation, engagement in a protected Equal Employment Opportunity/Equal Opportunity (EEO/EO) activity, whistleblower activity, or any other basis? If so, please explain.

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-

marital, 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.

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, in accordance with law and DHS policy and guidance.

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.

**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 28 day of April, 2021.

R. Sumitria White  
Notary Public

District of Columbia: SS

Sworn to and subscribed before me on  
the 28 day of April, 2021

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





**Vice Admiral Linda L. Fagan**  
*Commander, Pacific Area*  
*Commander, Coast Guard Defense Force West*  
*United States Coast Guard*



Vice Admiral Fagan assumed command of the Coast Guard Pacific Area in June 2018 where she serves as the operational commander for all U.S. Coast Guard missions from the Rocky Mountains to the waters off the East Coast of Africa. She concurrently serves as Commander, Defense Force West and provides Coast Guard mission support to the Department of Defense and Combatant Commanders.

Vice Admiral Fagan is the Coast Guard's first-ever Gold Ancient Trident, as the officer with the longest service record in the Marine Safety Field. As such, she advocates for and advises the Prevention workforce.

Vice Admiral Fagan reports to the Pacific Area from her tour as the Deputy Commandant for Operations, Policy, & Capabilities, responsible for establishing operational strategy, policy, capability, and resources to meet national priorities. Prior flag officer assignments were Commander, First Coast Guard District where she oversaw multi-mission operations across New England, and Deputy Director of Operations for Headquarters, United States Northern Command, advising the Commander on mission operations.



Admiral Fagan has served on all seven continents, from the snows of Ross Island, Antarctica to the heart of Africa, from Tokyo to Geneva, and in many ports along the way. She commanded Sector New York, with responsibility for all Coast Guard missions in the greater New York metropolitan area and as far north as Albany. Additional operational assignments include sea duty on board the USCGC Polar Star, and more than 15 years as a Marine Inspector. Vice Admiral Fagan's staff tours include Executive Assistant to the Commandant and Vice Commandant, and Division Chief of the Foreign and Offshore Compliance Office.

Vice 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.

Vice Admiral Fagan has a Bachelor's Degree in Marine Science from the U.S. Coast Guard Academy, a Master's Degree in Marine Affairs from the University of Washington, and a Master's Degree in National Resource Strategy from the Industrial College of the Armed Forces. She has earned numerous personal and team awards during her 36 years of Coast Guard service.

## REAR ADMIRAL Linda L. Fagan

### Current Assignment

June 2018 – Present Pacific Area Commander

### Assignment History

June 2016 – June 2018 Assistant Commandant for Operations, Policy, and Capabilities; USCG HQ, Washington, DC

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