

**Senate Commerce Committee Coast Guard Nominee Questionnaire  
118th Congress**

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the “Committee”) 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. Begin each section (i.e., “A”, “B”, etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable and that any hyperlinks can be clicked. Section F may be scanned for electronic submission and need not be searchable.

**A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS**

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

**Rebecca Ellen Ore. Nicknames: Becca, Bex, Tugboat, and Rosebud**

2. Position to which nominated:

**Rear Admiral**

3. Date of Nomination:

**February 8, 2024**

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

**[REDACTED]**

**Office: U.S. Coast Guard Headquarters, 1790 Ash St. SE Washington, DC 20593**

5. Date and Place of Birth:

**July 6, 1975; Bombay, India**

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 schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

**1993-1997: U.S. Coast Guard Academy, B.S. Government**

**2006-2007: Princeton University, Master of Public Policy**

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of 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 1997. 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 after 18 years of age.

**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.

**None.**

12. Please list each membership you have had after 18 years of age 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.

**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.

**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 \$200 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 (1)**

**Defense Meritorious Service Medal (1)**

**Coast Guard Meritorious Service Medal (3)**

**Coast Guard Commendation Medal (3)**

**Coast Guard Achievement Medal (4)**

**2017-2018, National Security Affairs Fellow, Hoover Institution, Stanford University**

**2017, USCGA Alumni Achievement Award**

**2012, Marshall Memorial Fellow, German Marshall Fund**

**2011, USCG Chief Financial Officer's Award**

**2010, DHS Chief Financial Officer Exemplary Performance Award**

**2007 and 2010 White House Fellows Regional Finalist**

17. List each book, article, column, letter to the editor, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

**None.**

18. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

**Remarks include comments to Coast Guard and Intelligence Community fora to include leadership development courses, command cadre courses, retirements, promotions, advancements, change of command, and my current role as senior Coast Guard leader, Head of Intelligence Community Element and Service Cryptologic Component Commander. (I do not have digital copies of these external remarks.)**

19. List all public statements you have made during the past ten years, including statements in news articles and radio and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

**Multiple public statements and press releases in conjunction with the Pipeline 00547 Oil Spill Response in Southern California, search and rescue cases and law enforcement cases. Available through numerous news and social media outlets through google search. All press conferences are located on the U.S. Coast Guard Sector Los Angeles-**

**Long Beach facebook page: U.S. Coast Guard Sector Los Angeles - Long Beach | Los Angeles CA | Facebook**

**Podcast: <https://thatallmightbeedified.com/2023/08/04/people-first-is-mission-success/>**

**USCG Alumni Association Discussion (August 14, 2020): USCGA Alumni Community - Difficult Conversation Series**

**News Article: <https://www.dailybreeze.com/2020/05/22/us-coast-guard-change-of-command-live-streamed-amid-coronavirus-restrictions/>**

**Press Conference: <https://www.gettyimages.ae/detail/news-photo/coast-guard-captain-rebecca-ore-speaks-during-a-press-news-photo/1345018518>**

**Press Release: <https://www.pbs.org/newshour/nation/the-coast-guard-says-it-didnt-have-enough-evidence-initially-to-act-on-oil-spill-off-california>**

**Award Ceremony: <https://www.portofhueneme.org/brusco-uscg-merit-02-25-2022/>**

**News Article: <https://www.nbclosangeles.com/news/local/coast-guard-to-search-cargo-containers-after-fire-in-port-of-la-mislabeled-bill-of-lading/2847406/>**

**Press Conference: <https://news.yahoo.com/official-says-4-000-feet-211955745.html>**

**News Article: <https://www.nbcnews.com/news/us-news/mississippi-river-reopens-after-oil-spill-near-new-orleans-n37081>**

**News Article: <https://nypost.com/2021/10/04/response-time-questioned-in-southern-california-oil-spill/>**

**News Article: <https://www.defensemmedianetwork.com/stories/marine-exchange-southern-california/>**

**Press Release: <https://www.cbsnews.com/news/mississippi-river-closed-at-new-orleans-after-barge-spills-oil/>**

20. 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 full name of an “alias” or “handle,” including the complete URL and username with hyperlinks, 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.

**(a) Facebook, active, “rebecca ore”,**

**<https://www.facebook.com/beccaore?mibextid=ZbWKwL>**

**(b) X, active, “@rebeccaore”, [\(1\) rebecca ore \(@rebeccaore\) / X \(twitter.com\)](#)**

**(c) LinkedIn, active, “Rebecca Ore”, <https://www.linkedin.com/in/rebecca-ore>**

**(d) Instagram, active, “nolarozbud”,**

**<https://www.instagram.com/nolarozbud>**

**(e) Whatsapp, active, “rebecca”**

**(f) Signal, active, “beccaore”**

**(g) Strava, dormant/no active log on, “Rebecca Ore”,**

**<https://www.strava.com>**

**(h) My Zone, dormant/no active log on, “BeccaO”,**

**<https://www.myzone.com>**

**(i) Snapchat, dormant, don’t know account info**

21. 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.

**House Permanent Select Committee on Intelligence Hearing, Thursday,  
March 23, 2023 (classified hearing)**

22. 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 desire to continue my service to protect and defend American values and the homeland through the missions of the United States Coast Guard. I will continue my personal mission to develop engaged public servants and informed citizens. The Coast Guard is growing into its full potential, and I offer the combined leadership, strategic mind, and emotional intelligence to evolve the service in its unique national security role.**

**I offer a record of integrity and accomplishment in demanding assignments of the highest visibility and accountability. My knowledge of policy, strategy, and operations, combined with a record of collaboration and outcome among departments and agencies position me to lead the Coast Guard and the joint force today and into the future.**

**As an operator and a strategist, I have implemented maritime safety and security regimes at the international, federal, state and local levels. I have served at senior levels of the U.S. government across the spectrum of intelligence, strategy, policy and budget. I speak the languages of interagency coordination, including the National Incident Management System, the national security decision-making process and the Planning Programming Budgeting and Execution process. I maintain a broad and expanding network of military, civil, political, private sector and academic stakeholders.**

23. 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?

**My responsibilities are to ensure integrity, transparency and accountability in accordance with current law and policy.**

**My experience managing a large organization is demonstrated through a career trajectory of increasing responsibility and visible roles of national consequence as a career military officer. As the Assistant Commandant of Intelligence, I serve as Head of An Intelligence Community Element and Service Cryptologic Component Commander.**

**As the prior Captain of the Port and Commanding Officer at U.S. Coast Guard Sector Los Angeles-Long Beach, I led a team of over 1600 Active Duty, Reserve and Auxiliary personnel conducting federal maritime safety and security, defense and law enforcement operations throughout the central California coastal region.**

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

**The top challenges facing the Coast Guard are rooted in long standing cultural norms that no longer serve our members and missions. We must elevate people first, evolve policy and process to address present and future challenges, and adopt a long-term growth mindset. We must overcome the status quo.**

**Elevate people first. Commit to a culture of individual resilience and respect as the foundation of workforce readiness. Build, develop, and retain a diverse workforce that thrives in a culture of normalized feedback and accountability at every level where all voices are heard.**

**Evolve policy and process to address 21st century threats and opportunities. Adopt an agile cycle of innovation, adaptation and investment. Review and shed outdated and antiquated policy and propel the Service forward to address current and future national security threats through unity of effort.**

**Adopt a long-term growth mindset, act on lessons learned, and drive innovation. Harness the power of technology and data to baseline assumptions, inform strategy development, resourcing, and operations, dispel confirmation bias and achieve mission success in support of statutory obligations and national strategies.**



## **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, such as a 401(k) or pension plan.

**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. Please see my nominee PFDR. If any conflicts of interest or potential conflicts of interest arise, 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 any conflicts of interest or potential conflicts of interest arise, 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 any conflicts of interest or potential conflicts of interest arise, 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, an Inspector General, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
  - a. Provide the name of court, 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.

**In preparing for this questionnaire, I was notified my name was included in a Department of Homeland Security Office of the Inspector General (DHS OIG) record. My understanding is the matter related to a DHS OIG complaint referred to the Coast Guard Investigative Service in 2023. I was further informed that this matter was closed with no findings of adverse information against me.**

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 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.

**In 2023, while assigned as the Assistant Commandant for Intelligence, a civilian employee filed a formal equal employment opportunity complaint of discrimination on the basis of age. As the Assistant Commandant for Intelligence, I was the employee's second-level supervisor. After a full investigation, a Final Agency Decision in January 2024 found the employee failed to prove the Coast Guard discriminated against the employee.**

**In 2022, while assigned as the Commanding Officer, Sector Los Angeles / Long Beach, a member filed an informal equal opportunity complaint of discrimination on the basis of sex (male). As the Commanding Officer, I was the member's second-level supervisor. The complaint was resolved in the pre-complaint process and is closed.**

6. If you have ever served as a general court-martial convening authority 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?

**Not applicable.**

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 whistleblowers 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, in accordance with law and DHS policy and guidance.**

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.**

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

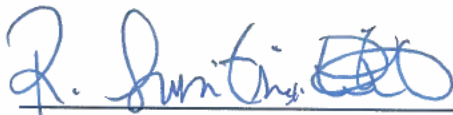
**F. AFFIDAVIT**

Rebecca Ore 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.

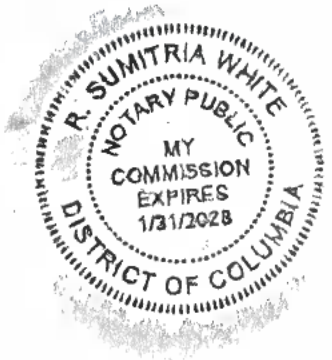


Signature of Nominee

Subscribed and sworn before me this 22 day of February, 2024



Notary Public



District of Columbia  
Signed and sworn to (or affirmed) before me  
on 2-22-2024 by Rebecca Ore  
Date Name(s) of individual(s) making Statement  
R. Sumitria White  
Signature of Notarial Officer  
Notary Public  
Title of Office  
My commission expires: 01-31-2028



## Rear Admiral Rebecca Ore

United States Coast Guard

### Assistant Commandant for Intelligence



RDML Ore assumed the duties of Assistant Commandant for Intelligence (CG-2), in August 2022. As Head of Intelligence Community Element and Service Cryptologic Component Commander, she provides strategic leadership for the Coast Guard Intelligence Program encompassing collection activities, analysis and production, information technology, and security functions for geospatial, signals, and human intelligence.

In her previous assignment as Commanding Officer and Captain of the Port at Coast Guard Sector Los Angeles-Long Beach, she facilitated regional partnerships and led a team of 550 active duty, reserve and civilian personnel, and the 1,200-member volunteer Auxiliary workforce. Her team was responsible for safeguarding the maritime transportation system flowing through the vital ports of Los Angeles and Long Beach. As the Federal On-Scene

Coordinator for the Pipeline 00547 Response in October 2021, she led a team of 1,800 personnel to mitigate the discharge of oil affecting northern Mexico and the counties of Orange and San Diego.

As an operator and a strategist, RDML Ore possesses unique insights to the intersection of the homeland and national security space. She implemented maritime safety and security regimes at the international, national, state, and local levels across the spectrum of strategy, policy, budget, and operations. Serving in the Pacific Northwest, Ports of New York and New Jersey, and the Ports of South Louisiana and New Orleans, she integrated among maritime communities to address complex port and contingency operations. She garnered unique insights into the harmonization of government regulation, stakeholder priorities, and the flow of maritime commerce through previous policy work as a member of the National Security Council Staff, program examiner at Office of Management and Budget, and fellow to The House of Representatives, Committee on Appropriations, Subcommittee on Homeland Security.

RDML Ore holds a Bachelor of Science from the U.S. Coast Guard Academy and a Master of Public Administration from Princeton University's School of Public and International Affairs. She is a member of the Council on Foreign Relations, a National Security Affairs Fellow of the Hoover Institution at Stanford University, and a German Marshall Fund Marshall Memorial Fellow. RDML Ore is certified as a Type 1 Incident Commander and Planning Section Chief in the National Incident Management System.



## **Rear Admiral Rebecca E. Ore**

### **Current Assignment**

August 2022 – Present Assistant Commandant for Intelligence, Head of Intelligence Community Element and Service Cryptologic Component Commander.

### **Assignment History**

May 2020 – July 2022 USCG Sector Los Angeles-Long Beach, Commanding Officer and Captain of the Port  
Jun 2018 – May 2020 USCG Sector Los Angeles-Long Beach, Deputy Commander  
Sep 2017 – Jun 2018 Hoover Institution Stanford University, National Security Affairs Fellow  
Jun 2015 - Jul 2017 White House National Security Council, Director for Maritime Security and Arctic Region Policy  
Jun 2013 - May 2015 USCG Sector New Orleans, Response Department Head  
Jul 2012 - May 2013 USCG Sector New Orleans, Contingency Planning and Force Readiness Chief  
Sep 2011 - May 2012 Executive Office of the President Office of Management and Budget, Program Examiner  
Jan 2011 - Sep 2011 U.S. House of Representatives Committee on Appropriations, Subcommittee on Homeland Security, Fellow  
Jun 2007 - Jan 2011 USCG Headquarters CG-821/Office of Budget and Programs, Program Reviewer  
Nov 2002 - Jun 2006 USCG Sector New York, Response Department  
May 2001 - Oct 2002 USCG District 13, Admiral's Aide and Government Affairs Officer  
Sep 1999 - May 2001 USCG Marine Safety Office-Group Portland Oregon, Contingency Planning USCG Officer  
Jun 1997 - Sep 1999 USCGC DALLAS, Deck Watch Officer

### **Educational Summary**

2006 -2007 Princeton University, Master of Public Policy  
1993-1997 U.S. Coast Guard Academy, Bachelor of Science, Government

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

2022 Legion of Merit  
2020 Coast Guard Meritorious Service Medal  
2017 Defense Meritorious Service Medal  
2016 Presidential Service Badge  
2015 Coast Guard Meritorious Service Medal  
2012 Coast Guard Commendation Medal  
2011 Coast Guard Meritorious Service Medal  
2006 Coast Guard Achievement Medal  
2005 Coast Guard Commendation Medal  
2005 Coast Guard Achievement Medal  
2004 Coast Guard Commendation Medal

2002 Coast Guard Achievement Medal  
2001 Coast Guard Achievement Medal

**Significant Current Professional Credentials or Recent Activities**

2022 National Incident Management System, Type 1 Incident  
Commander  
2021 Peace With Women Fellow  
2020 National Incident Management System, Type 2 Incident  
Commander  
2017 USCGA Alumni Achievement Award  
2014 National Incident Management System, Type 1 Planning Section  
Chief  
2012 Marshall Memorial Fellow, German Marshall Fund  
2012 National Incident Management System, Type 2 Planning Section  
Chief  
2011 USCG Chief Financial Officer's Award  
2010 DHS Chief Financial Officer Exemplary Performance Award  
2007, 2010 White House Fellows Regional Finalist