

**Senate Commerce Committee Coast Guard Nominee Questionnaire
117th 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):

Tiffany Gail Danko, nee Tiffany Gail Jongbloed

2. Position to which nominated: Rear Admiral (lower half)
3. Date of Nomination: 19 October 2021
4. Address (List current place of residence and office addresses):

Personal Residence:

[REDACTED]

My University work is done from home.

Work Address:

US Transportation Command
Scott Air Force Base, IL, 62225-5357

5. Date and Place of Birth:

26 October 1973, Portsmouth, VA

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).

Spouse - Andrew Daniel Danko, employed by Envoy Airlines (American Airlines Group)



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

2019 EdD, Organizational Leadership Studies. Northeastern University
2005 MA, Educational Technology, San Diego State University
1995 BS, Government, United States Coast Guard Academy

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

I have served as a Coast Guard officer since May 1995, please see my official biography for all Coast Guard positions held.

2019-present. Adjunct Associate Professor, University of Southern California Bovard College.
2015-present. Instructor, Northeastern University College of Professional Studies.
2000-2003. Estimating Assistant, University Mechanical and Engineering Company, San Diego CA.

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.

Boy Scouts of America, Assistant Scoutmaster and Merit Badge Counselor, Troop 298 - Frisco, Texas 2016-present.

(This organization does not restrict membership on the basis of sex, race, color, religion, national origin, age, or disability)

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No

14. 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.

Military Medals:

Defense Meritorious Service Medal
Meritorious Service Medal (6)
Joint Service Commendation Medal
Coast Guard Commendation Medal
Coast Guard Achievement Medal (3)
Navy/Marine Corps Achievement Medal (2)
Armed Forces Service Medal (3)
Armed Forces Reserve Medal with Mobilization (6)
Armed Forces Expeditionary Medal
Coast Guard Pistol Expert Medal
Global War on Terror Service Medal
Global War on Terror Expeditionary Medal
Humanitarian Service Medal
Korea Defense Service Medal
Military Outstanding Volunteer Service Medal
National Defense Service Medal (2)

Other Recognition:

USCG Office of Boat Forces Soul of the Service Award
University of Southern California Bovard College 2021 Faculty Service and Leadership Award

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.

Remote, hybrid, or on-site, the time for parents to advocate for better working conditions is now. *Fast Company*. <https://www.fastcompany.com/90650388/working-parents-consider-these-factors-that-will-help-make-remote-and-hybrid-work-work-for-you>

Training and the new workplace context. (April 8, 2021). *Training Industry*. <https://trainingindustry.com/articles/strategy-alignment-and-planning/training-and-the-new-workplace-context/>

Use these leadership strategies to prepare for a smart recovery post-pandemic. *Fast Company*. <https://www.fastcompany.com/90598367/use-these-leadership-strategies-to-prepare-for-a-smart-recovery-post-pandemic>

Statistical significance and leadership: Measure of value or misleading number. (2020). In C. Gruber (Ed.) *The Theory of Statistics in Psychology: Applications, Use, and Misunderstandings* (pp. 51-65), *Annals of Theoretical Psychology* 16, Springer. <https://doi.org/10.1007/978-3-030-48043-1>

Empowering followers, enabling growth: A model for leadership development in a time of uncertainty. (November 18, 2020). *Training Industry*. <https://trainingindustry.com/articles/leadership/empowering-followers-enabling-growth-a-model-for-leadership-development-in-a-time-of-uncertainty/>

Against what model? Evaluating women as leaders in the pandemic era. (2020). *Gender Work & Organization*. <https://doi.org/10.1111/gwao.12488>

Working moms always battled shame. The pandemic just made it worse. (July, 2020). *Fast Company* <https://www.fastcompany.com/90528161/working-moms-always-battled-shame-the-pandemic-just-made-it-worse>

Perceptions of gains through experiential learning in Homeland Security and Emergency Management education. (2020). *Journal of Security, Intelligence, and Resilience Education* 9(2). <https://jsire.org>

Critical consideration for social media and emergency management today. (2019). *The Leader*, 6(4), 10-17. <https://issuu.com/vpppa/docs/proof>

Student perceptions in Homeland Security and Emergency Management education: Experiential Learning Survey. (2019). *The Journal of Experiential Education*, 42(4), 417-424. <https://doi.org/10.1177/1053825919873678>

The future of Emergency Management: Trends to watch, (2019). *Northeastern University*, <https://www.northeastern.edu/graduate/blog/future-of-emergency->

management/

A “Message to Garcia” and modern leadership. (2017). *The Journal of Values-Based Leadership*, 10(2), Article 4. <http://dx.doi.org/10.22543/0733.102.1184>

Coast Guard in Guantanamo Bay. (2014), *Coast Guard Combat Veterans Quarterly*, 2014

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.

Linked-in, <https://linkedin.com/in/DankoTi>
Facebook, listed as Tiffany Danko

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.

None

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 had the privilege of serving the Coast Guard throughout my career in wide-ranging assignments and experiences. Encompassing many of the Coast Guard’s missions, my assignments have provided me with an opportunity to develop a deep understanding of the Coast Guard and our Service to the Nation and its people. As a leader, I have empowered and encouraged our personnel across the Coast Guard team in their outstanding accomplishments in steady-state, contingency, and expeditionary operations.

Initial assignments gave me foundational experience and skills to understand the broad scope of Coast Guard missions and requirements.

From shipboard service to expeditionary port security operations in support of U.S. and Allied shipping, I saw firsthand the Coast Guard's role in a variety of its eleven statutory missions, as well as how we operate jointly with other military branches as a unique asset within national policy. More recently, leadership assignments at a variety of commands have provided me with greater insight to Coast Guard authorities and policy for employment and sustainment of national security and defense objectives, and our unique abilities in areas such as emergency management and disaster response. As Senior Reserve Officer at Sector Jacksonville, I led one of the largest Sector Reserve teams, honing my understanding of the daily operational and budgetary constraints that our Coast Guard units manage, while advancing the professional development of our personnel and maintaining safety and security of the nation's waterways. When Commanding Port Security Unit 312, I led a team of 140 personnel, managing daily budgetary, logistical, and operational challenges, including through a long overseas mission supporting national security priorities.

Leading teams as the Reserve Chief of Staff for Coast Guard District Eight through multiple unprecedented emergencies such as Hurricane Harvey highlighted the incredible achievements of our Coast Guard personnel, and the unique abilities that the Coast Guard provides in an interagency and Joint response. Further, as the Deputy Chief of Staff for Operations for the Department of Health and Human Services Joint Coordination Cell for pandemic response, I gained further experience leveraging partners across agencies and organizations to achieve positive outcomes in addressing our nation's challenges.

I am honored by the opportunity to continue to serve the Coast Guard and the Nation by this nomination, continuing to contribute to our role as a preeminent multi-mission agency. Further, I hope to continue to build our Reserve force as the ready and capable component that has been vital to the Coast Guard's exemplary operational and contingency response achievements.

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?

Fiscal responsibility is a cornerstone of Coast Guard management. The resources that we use support our personnel while ensuring that we

are able to fulfill our nation's mission. I believe that this includes an awareness of our current and future fiscal, infrastructure, and capital demands, while investing wisely for and sustaining the training and capabilities of our personnel. As a senior leader, it is my responsibility to ensure that those I am responsible for carry out the fiscal management required to balance steady-state mission and contingency requirements while ensuring future capability and sustainment, within the scope of my responsibility.

As a senior leader in the Coast Guard, I have worked within constrained fiscal environments, ensuring that budgetary and accounting controls were maintained throughout operational mission fulfillment. As the Commanding Officer of a deployed unit, I oversaw over a million dollars worth of budgetary and training funds while sustaining millions of dollars in equipment throughout a high-otempo, no-fail mission set. I further experienced larger-scale responsibility for budgetary and personnel decision-making as a senior leader for Coast Guard District 8, particularly during the unprecedented 2017 hurricane response, making difficult risk-based decisions for allocation of resources and personnel within a knowledge of long-term fiscal responsibility. Enterprise-wide, as senior leaders in the Coast Guard, we are all essential to understanding and acting on the metrics involved with servicewide budgetary management, ensuring that the Coast Guard will be ready and capable to respond to all requirements as we go forward into the future.

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

There are many challenges facing the Coast Guard, including the employment and sustainment of the Coast Guard Reserve. Over the past decade, the Coast Guard Reserve has increasingly been called upon to fulfill contingency missions and disaster response roles, while also expanding personnel support to steady-state Coast Guard mission requirements. An increased focus on the core mission areas of the Reserve, and commitment to identifying required training and the accompanying budgetary requirements is necessary for long-term sustainment of the Reserve workforce. As senior leaders, we must also consider the difficult decisions involved with realigning the workforce with core missions. This includes the potential for reexamining our personnel distribution and positioning to Coast Guard units where there is

an available alignment of available Reserve workforce and training capacities.

On a larger scale, the Coast Guard's involvement with emergency management and disaster response continues to grow, and the impact of climate change on our mission requirements must be considered for future planning. Strategically examining the unique capabilities and roles of the Coast Guard includes establishing efficient processes for the workforce and equipment needed for large-scale emergency and disaster response. Internally, the Coast Guard must also consider the impact of future disasters on both Coast Guard infrastructure and our workforce, positioning the service to ensure that we remain Semper Paratus, able to respond to the needs of the nation and our communities.

Preparing for tomorrow, the Coast Guard is also confronted by the need to reassess our traditional workforce policies. Continuing our emphasis on expanding opportunities across our workforce communities towards inclusivity and diversity, we must also consider new ways of ensuring that we have the right personnel and capabilities to respond to our future mission requirements. Reflecting the nation, the Coast Guard continues to experience great change in our workforce composition and in our way of work itself. Innovation in training and skills development has the potential to expand workforce access to professional development, increasing the overall Coast Guard workforce capability set while reducing cost expenditures and turnover. Creating possibilities for a future-ready workforce is essential for positioning the service for the demands of the future.

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.

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.

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, but if any conflict of interest or potential conflict of interest should arise, I will seek the advice of 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, but if any conflict of interest or potential conflict of interest should arise, I will seek the advice of 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, but if any conflict of interest or potential conflict of interest concern 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, an Inspector General, 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 and not an officer of any organization other than the Coast Guard

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.

No

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?

I have never served on a general court-martial convening authority

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

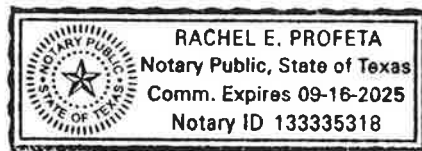
Tiffany Banko being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.



Signature of Nominee

Subscribed and sworn before me this 25th day of October, 20 21.


Notary Public



CAPT Tiffany Danko



Captain Tiffany Danko is currently assigned as the Commanding Officer of Coast Guard Reserve Unit, United States Transportation Command. Prior to this, she served as the Senior Coast Guard Liaison Officer for U.S. Navy Maritime Expeditionary Security Group One (MESG-1), and as the Senior Reserve Officer and Deputy Chief of Staff for USCG District Eight, encompassing 26 states and over 800 assigned Reservists. Other former assignments included service as the Commanding Officer of Coast Guard Port Security Unit 312, including a deployment to Cuba from 2014 to 2015 leading PSU 312 as the Maritime Security Detachment Commander for Joint Task Force Guantanamo Bay, Cuba, and as the Senior Coast Guard Reserve officer at US Central Command. She has also

served on the staff of US Southern Command in Miami, Florida, and from 2011 to 2013 she was assigned as the Senior Reserve Officer for USCG Sector Jacksonville, FL.

Captain Danko, originally from Texas, is a 1995 graduate of the U.S. Coast Guard Academy. Her first assignment began as a plank owner on the newly Commissioned USCGC Juniper (WLB-201). During her career she has served in numerous operational capacities CONUS and OCONUS including aboard USS O'Brien (DD-975), U.S. Navy Seventh Fleet in Yokosuka, Japan; at USCG Intelligence Coordination Center in Washington DC; Harbor Defense Command 110 in San Diego, CA; and USCG Activities Far East in Japan. She has numerous OCONUS deployments in support of OEF/OIF operations as well as Operation Unified Assistance, Operation Unified Response, and operations throughout Asia and the Persian Gulf.

Captain Danko holds a Doctorate in Organizational Leadership from Northeastern University, is a 2015 Joint Forces Staff College Joint Combined Warfighting School graduate, and has completed the U.S. Naval War College Command and Staff Program. She earned a Master of Arts degree from San Diego State University and is a 1995 graduate of the US Coast Guard Academy. She is also a Navy Surface Warfare Officer. Her awards include the Defense Meritorious Service Medal, Meritorious Service Medal (six awards), Joint Service Commendation Medal, Coast Guard Commendation Medal, Coast Guard Achievement Medal (three awards), Navy Achievement Medal (two awards), Military Outstanding Volunteer Medal, and numerous service and unit awards.

CAPT Tiffany G. Danko

Current Assignment

Commanding Officer, Coast Guard Reserve Unit, United States Transportation Command

Assignment History

Oct 19- Sep 21 DDE-US Navy Maritime Expeditionary Security Group 1, CG Advisor, Oct 19
Dec 20 – Jan 21 (ADOS) LANT-39 (PATFORSWA), CAPT
Jun 20 – Nov 20 (T10) HHS Pandemic JCC, Dep Chief of Staff for Ops, CAPT
Jul 19 – Jul 19 (T14) D8 2019 Hurricane Area Command – Hurricane Barry, Area Cdr, CAPT
Aug 17 – Dec 17 (T14) D8 2017 Hurricane Area Command – Hurricanes Harvey, Irma, & Nate, Area Cdr, CAPT

Aug 17 – Oct 19 D8, Deputy Chief of Staff/Senior Reserve Officer, CAPT
Oct 16 – Aug 17 DDE- CENTCOM, Senior Reserve Officer, CDR
Feb 14 – Feb 15 (T10) PSU 312/MARSECDET JTF GITMO, Commanding Officer, CDR
Sep 13 – Sep 16 Port Security Unit 312, Commanding Officer, CDR
Oct 11 – Sep 13 Sector Jacksonville, Senior Reserve Officer, CDR
Jan 10 – Apr 10 (T10) USSOUTHCOM, Operation Unified Response, Security Assistance Officer/ JOC WO, LCDR

Jul 07 – Oct 11 USSOUTHCOM, Security Assistance Off/Intel Off/Trng Dept Head, LCDR
Aug 06 – Jul 07 Port Security Unit 301, Project Officer, LCDR
Apr 04 – Aug 06 (T10/ADOS) USCG Activities Far East, Trng & Logs Dept Head, International Port Security Liaison Officer, LT/LCDR

Jun 03 – Apr 04 (T10) CFLCC JCTF Kuwait, Naval Coastal Warfare Group 1, N-6, LT
Apr 03 – Jun 03 (ADOS) Harbor Defense Command 110, N-6, LT
Feb 02 – Mar 02 (ADOS) Harbor Defense Command 110, Korea, N-6, LT
Dec 00 – Apr 04 Harbor Defense Command 110, N-6, LT
Aug 99 – Dec 00 USCG ICC, Indications & Warnings Watch, LTJG/LT
Jul 97 – Aug 99 USS O'Brien (DD-975), Navy Exchange Officer, LTJG
May 95 – Jul 97 USCGC Juniper (WLB-201), Deck Watch Officer, ENS/LTJG

Educational Summary

2019 Doctorate, Organizational Leadership Studies, Northeastern University
2015 Joint Combined Warfighting School (JPME-II) Joint Forces Staff College
2013 US Naval War College Command and Staff College (JPME-1)
2005 San Diego State University, Master of Arts in Human Performance Technology
1995 USCG Academy, Bachelor of Science in Government

Military Personal Awards and Significant National Recognition or Achievement

2011 Defense Meritorious Service Medal
2021, 2020, 2019, 2017, 2016, 2004 Meritorious Service Medal
2010 Joint Service Commendation Medal
2013 Coast Guard Commendation Medal
2000, 1997 Coast Guard Achievement Medal
2003, 1999 Navy/Marine Corps Achievement Medal
2015 Military Outstanding Volunteer Service Medal
1998 Navy Surface Warfare Officer (SWO) insignia

2014 Port Security Unit Insignia
2020, 2020, 2018 Armed Forces Service Medal
2020, 2017, 2014, 2010, 2010, 2002 Armed Forces Reserve Medal with Mobilization
1998 Armed Forces Expeditionary Medal
2004 Global War on Terror Service Medal
2004 Global War on Terror Expeditionary Medal
1993 Humanitarian Service Medal
2004 Korea Defense Service Medal
2004, 1993 National Defense Service Medal
2007 Coast Guard Pistol Expert Medal

Significant Current Professional Credentials or Recent Activities

2021 Type 1 NIMS Incident Commander
2021 University of Southern California Bovard College Faculty Service and Leadership Award
2017 Type 3 NIMS Liaison Officer; Coast Guard Emergency Preparedness Liaison Officer
2011 Type 3 NIMS Planning Section Chief
2011 Department of the Navy Level 1 International Affairs Professional certification