

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):

Miriam Lynn Lafferty
Miriam Lynn Mogendorf

2. Position to which nominated:

Rear Admiral (RADM/ O-8)
Director of the Coast Guard Reserve (CG-R)

3. Date of Nomination:

10 March 2022
9 May 2022

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

Home: [REDACTED]
Work: *2703 Martin Luther King Jr Ave, Washington DC 20593*

5. Date and Place of Birth:

October 22, 1970 – New York City, NY

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: Gregory (Greg) Martin Lafferty – Co-Owner/Manager – New Life Developers
Son: Jacob Alexander Lafferty – 20
Son: Benjamin (Ben) Parker Lafferty – 18

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

*United States Coast Guard Academy – 1989-1993, Bachelor of Science
Joint Military Intelligence College (now called National Intelligence University) –
Master of Science 2009*

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 1993. 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, 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.

*Perkins Cove Apartments, Inc – Corporate Officer (Secretary) & Property Manager –
12/2002 to present*

Petros Property Management, LLC – Property Manager – 2/2000 to present

*Covenant Commercial Investments, Inc – Corporate Officer (Secretary) & Property
Manager – 8/2003 to present*

Cornerstone Apartments, LLC – Property Manager – 12/2002 to present

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.

Cabarrus Country Club – 2010-2016 – Summer/pool membership

*This is a local country club that offers summer pool memberships to the community.
It does not restrict membership on the basis of sex, race, color, religion, national
origin, age or disability.*

Christian Communicators of the Southeast (CCofSE) – 2010-2016 – General Member, Local Club Director, Tournament Director – This is a local homeschool speech and debate club that does restrict membership based on religion.

West Cabarrus YMCA – 2004-2020 – member – This is a community organization that 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.

Defense Superior Service Medal (x1)

Defense Meritorious Service Medal (x1)

Coast Guard Meritorious Service Medal (x3)

Coast Guard Commendation Medal (x5)

Coast Guard Achievement Medal (x2)

Coast Guard Commandant's Letter of Commendation (x2)

Coast Guard Permanent Cutterman Insignia

Department of Transportation Office of Secretary Badge

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.

None

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 – "Miriam Lafferty" – Active
<https://www.facebook.com/miriam.lafferty.7/>

Linked In – "Miriam Lafferty" – Active - <https://www.linkedin.com/in/miriam-lafferty/>

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 been in the United States Coast Guard for over 28 years having served on active duty and in the Reserves. During this time, I have been assigned to a variety of operational and staff positions across the spectrum Coast Guard missions, continuously progressing to positions of increased responsibility. I have not only served in my Reserve capacity, but have also been privileged to fill active duty vacancies and mobilize during significant contingency events. These experiences have taught me how to foster teamwork, lead in complex and often high stress environments and drive organizational change. As the Senior Reserve Officer for my past two assignments, I have also gained valuable experience in managing the Reserve Component and positioning it to best support the missions of the Coast Guard. Finally, I have had the opportunity to work alongside both our Department of Defense joint partners and interagency colleagues and understand the role the Coast Guard plays in national defense and whole of government responses.

I have been humbled by the passion and dedication of our Coast Guard men and women who proudly wear the uniform. I am especially impressed by our Reservists who balance full-time civilian careers with their Coast Guard employment, yet remain willing to serve in times of crisis and operational demands. It would be my

privilege to continue serving as a Flag Officer continuing to support the Coast Guard and its members.

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?

I understand that I am completely responsible for my own actions and those of my subordinates. It is my duty to ensure proper stewardship of public resources and to maintain the public's trust and confidence in how the Coast Guard is managing those resources and ensuring that the proper management and accounting controls are in place. Throughout my Coast Guard career, I have been exposed to various parts of the budget process and have developed and managed the budget for my units at the Area and District level within the Coast Guard. As the Commanding Officer and Executive Officer for a Coast Guard Patrol Boat, I managed all operational funds for my unit. I recently served as the District Resource Management Division Chief. In this position, I oversaw the Budget office and ensured proper execution of District funds, including supplemental funding for Hurricane Irma and Marie storm damage. In my civilian career as a property manager and business owner, I am responsible for ensuring the proper accounting of the income and expenses for each property and proving accurate reporting.

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

The top three challenges facing the Coast Guard, and the Coast Guard Reserve in particular are:

- 1) Reserve Workforce-Strength – The Coast Guard Reserve is the Service's only surge capacity workforce. Members of the Reserve serve two primary roles: to provide a contingency workforce to respond to natural or manmade disasters (under Title 14) and to provide a contingency workforce to support Department of Defense operations (under Title 10 authority). To do so, the Coast Guard is authorized an end-strength of 7000 members. However, recruiting, retention and training capacity restrictions due to COVID and overall economic factors have meant that the Reserve is currently understrength. The Coast Guard is not alone in facing this problem – other military services are similarly understrength. However, the Coast Guard must continue to capitalize on retaining members transitioning from active duty, recruiting in areas where we have a robust presence and ensuring that we maintain equity for benefits with other military services to enable the Coast Guard to continue moving towards full strength.*
- 2) Leveraging Technology – One of the broad lessons learned during the pandemic is the value that technology brings to our workforce. Geographically disperse teams leveraged videoconferencing capabilities to continue to collaborate and stay connected; eLearning was maximized to continue training of personnel; and telework provided the workforce with greater flexibility. For our Reserve*

workforce, these tools greatly enhanced opportunities for professional development and maximized participation in training events. Our Service's future workforce is now accustomed to these tools and will expect the flexibility these tools provide. We must continue to incorporate not only existing tools, but look to leverage others including machine learning and artificial intelligence to continue being an employer of choice. Doing so will be critical for retaining our Service's top talent and retaining readiness.

- 3) *Recapitalization of Shore-side Infrastructure – The Coast Guard holds the Department of Homeland Security's large asset portfolio, however many of these facilities are aging and in need of maintenance or complete recapitalization. Facilities originally intended to be temporary offices have turned into permanent workspaces and other spaces have been damaged by multiple storms or other disasters. Others have simply not been updated as the Service has recapitalized its fleet of cutters and boats and can no longer accommodate these modern platforms. Finally, many of our IT systems are woefully inadequate to capitalize on future data requirements. With most of our fleet recapitalization either completed or on its way toward completion, there is the opportunity to evaluate our shore-side infrastructure and begin recapitalization of these facilities and systems.*

B. POTENTIAL CONFLICTS OF INTEREST

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

Please see my nominee Public Financial Disclosure Report.

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

Yes. As a military Reserve member, it is my intent to maintain my affiliation with our closely held real estate holding entities. Currently, I serve as a corporate officer (Secretary) for two entities and am responsible for all general property management activities including tenant relations and contractor scheduling for two others. I have sought ethics advice relating to my civilian activities and have been advised that they do not present a conflict of interest relating to my Coast Guard duties. I will continue to follow the advice of counsel to ensure that no conflict of interest or other ethics concern arises relating to my non-federal business activities.

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 one should arise I will obtain advice from a Coast Guard ethics official and will 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 should one arise I will obtain advice from a Coast Guard ethics official and will 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 a conflict of interest concern arises I will obtain advice from a Coast Guard ethics official and will 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.

Occasionally, our real estate holding entities are involved in eviction proceedings or small claims proceedings as the plaintiff.

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?

No, I have never served as 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

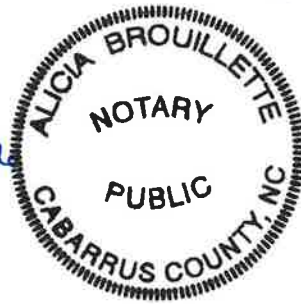
MIRIAM LAFFERTY being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Miriam Lafferty
Signature of Nominee

Subscribed and sworn before me this 12th day of May, 2022.

Alicia Brouillette
Notary Public

Commission Expires: 7/29/2026





Rear Admiral Miriam L. Lafferty

U.S. Coast Guard



Rear Admiral Miriam L. Lafferty assumed the duties as the Senior Reserve Officer for the Deputy Commandant for Operations in November 2021. In this position she serves as the principal advisor to the Deputy Commandant for Operations providing strategic guidance on the development, use and integration of approximately 7,000 Reserve component members to support Coast Guard surge and mobilization requirements in the U.S. and abroad.

Most recently, Rear Admiral Lafferty served as the Deputy Director of Operations for U.S. Northern Command advising the Combatant Commander on all operational matters including planning and executing land, air and maritime Homeland Defense, as well as Defense Support of Civil Authorities operations.

Prior to her tour at U.S. Northern Command, Rear Admiral Lafferty served in various reserve leadership roles as the Reserve Officer, Deputy Commandant for Operations in Washington, DC; Reserve Chief of Staff, Atlantic Area in Portsmouth, VA; and Senior Reserve Officer, District Seven in Miami, FL; where she provided expertise and strategic guidance on the mobilization and augmentation readiness, training and employment of Reserve forces. Other Reserve assignments include the Executive Officer for the Coast Guard Reserve Unit at U.S. Southern Command, Atlantic Area Cutter Forces Branch and Sector North Carolina in the Contingency Planning Department.



Rear Admiral Lafferty has mobilized in support of five hurricanes, serving as the Liaison Officer to FEMA Region IV's Regional Response Coordination Center coordinating Coast Guard and FEMA efforts. She also served as the Homeland Security Task Force – Southeast representative to U.S. Army South for maritime mass migration planning and operations. During the 2010 Deepwater Horizon oil spill, Rear Admiral Lafferty was mobilized to serve at the National Incident Command coordinating critical resources and facilitating international offers of assistance for oil spill clean-up.

Rear Admiral Lafferty spent over 10 years on active duty in operational and intelligence positions. Her afloat assignments include Deck Watch Officer USCGC HARRIET LANE, Executive Officer USCGC DRUMMOND, and Commanding Officer USCGC CHANDELEUR where she conducted law enforcement, search and rescue, and homeland security operations.

Rear Admiral Lafferty's shore side tours include Intelligence Officer for the 13th District's Office of Law Enforcement, Maritime Intelligence Unit in District 7, and the Secretary of Transportation's Office of Intelligence and Security.

Rear Admiral Lafferty is a 1993 graduate of the U.S. Coast Guard Academy with a Bachelor of Science degree in Marine Science. She earned her Master of Science in Strategic Studies at the Joint Military Intelligence College (now known as the National Intelligence University).

Rear Admiral Lafferty's awards and decorations include the Defense Superior Service Medal, Meritorious Service Medal, Coast Guard Commendation Medal and Coast Guard Achievement Medal. In addition, she holds a permanent Cutterman's insignia.

REAR ADMIRAL Miriam L. Lafferty

Current Assignment

Nov 2021 – Present Deputy Commandant for Operations, Senior Reserve Officer

Assignment History

Sept 2020 – Nov 2021 U.S. Northern Command, Deputy Director of Operations (J3D)
June 2020 – Sept 2020 Deputy Commandant for Operations, Reserve Officer
Oct 2018 – June 2020 Atlantic Area, Reserve Chief of Staff
Jan 2018 – Jun 2018 District 7, Chief, Resource Management Division
Jun 2015 – Sep 2018 District 7, Senior Reserve Officer
Jun 2012 – Jun 2015 U.S. Southern Command, Coast Guard Reserve Unit, Executive Officer

Jun 2009 – Jun 2012 Atlantic Area, Cutter Forces Staff
Oct 2005 – Jun 2009 Sector North Carolina, Contingency Planning and Force Readiness
Oct 2003 – Oct 2005 National Intelligence University – MS Strategic Intelligence Reserve Program, Student

Jun 2002 – Jul 2003 Dept of Transportation, Office of Intelligence and Security (S-60) Staff

Sep 2001 – Jun 2002 District 7, Maritime Intelligence Center, Watch Captain
Jun 2000 – Sep 2001 USCGC CHANDELEUR, Commanding Officer
Jun 1997 – Jun 2000 District 13, Admiral's Aide & Law Enforcement Branch, Intel Division Chief

Mar 1995 – Jun 1997 USCGC DRUMMOND, Executive Officer
May 1993 – Mar 1995 USCGC HARRIET LANE, Deck Watch Officer

Educational Summary

Oct 2003 – Nov 2009 National Intelligence University, MS Strategic Intelligence
Jun 1989 – May 1993 U.S. Coast Guard Academy, BS Marine Science

Military Personal Awards and Significant National Recognition or Achievement

2021 Defense Superior Service Medal
2015 Defense Meritorious Service Medal
2020, 2019, 2003 Meritorious Service Medal
2018, 2010, 2009, 2001 Coast Guard Commendation Medal
2000, 1997 Coast Guard Achievement Medal
2001 Cutterman Insignia

Significant Current Professional Credentials or Recent Activities

2019 Joint Professional Military Education Level 1
2019 Liaison Officer Type 1 Certification
2019 Hurr Dorian, Liaison Officer to Fleet Forces Command
2018 Hurr Florence, Liaison Officer to FEMA Region IV
2017 Hurr Irma & Maria, Liaison Officer to FEMA Region IV
2016 Hurr Matthew, Liaison Officer to FEMA Region IV
2015-2019 Exercise Integrated Advance, Liaison Officer to Army South
2011 Deepwater Horizon, Critical Resources at National Incident Command and Watch Captain at Atlantic Area