

**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):

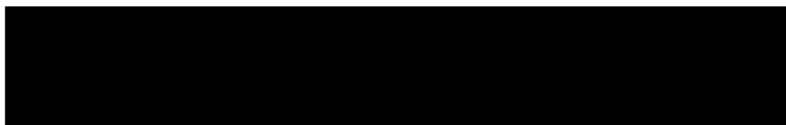
Rebecca Ellen Ore. Nicknames: Becca, Bex, Tugboat, Rosebud, Captain

2. Position to which nominated:

Rear Admiral (Lower Half)

3. Date of Nomination: August 16, 2021

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



Office: 1001 S. Seaside Avenue, Building 20,
San Pedro, CA, 90731-0208

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 degrees. Provide year and school attended.

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

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.

Please see my Official Coast Guard biography.

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.

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.

Defense Meritorious Service Medal (1)
Coast Guard Meritorious Service Medal (3)
Coast Guard Commendation Medal (3)
Coast Guard Achievement Medal (4)
2021, Peace With Women Fellowship, Halifax International Security Forum
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. 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, active, "rebecca ore", www.facebook.com

Twitter, active, "@rebeccaore", www.twitter.com

LinkedIn, active, "Rebecca Ore", www.linkedin.com/in/rebecca-ore

Instagram, active, "nolarozbud", www.instagram.com

Whatsapp, active, "rebecca" 718-755-3201

Signal, active, "beccaore" (718)-755-3201

Strava, active, "Rebecca Ore", www.strava.com

My Zone, active, "Rebecca Ore (BeccaO)", www.myzone.com

Snapchat, dormant, don't know account info

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?

The United States Coast Guard is a vital arm of the national and homeland security apparatus. We work domestically and abroad with United States trading partners and allies to build and sustain maritime governance regimes, ensure the safety and security of the global supply chain and protect life and environment.

As both an operator and a strategist, I have worked to implement maritime safety and security regimes at the international, federal, state and local levels. I have served at the highest levels of the U.S. government across the spectrum of strategy, policy and budget and am fluent in 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. Working among maritime communities throughout the country, I maintain a broad and expanding network of military, civil, political, private sector and academic stakeholders, the result of an array of interagency and joint operations.

On May 21, 2020, I took command of U.S. Coast Guard Sector Los Angeles-Long Beach, leading a team of over 550 active duty, civilian and reserve members and over 1000 volunteer auxiliary members performing Coast Guard missions throughout the central California coastal region. Our team safeguards the maritime transportation system flowing through the ports of Los Angeles and Long Beach, the two largest container ports in the United States and ninth largest port complex in the world. Every day this complex moves \$1.4 billion of goods and annually receives 40% of cargo entering the country. The resilience and agility of this maritime gateway is vital to our national security.

As the senior federal maritime official for the central California coastal region, I execute a broad suite of authorities on behalf of the U.S. Coast Guard and federal government. These authorities encompass the prosecution of search and rescue, mitigation of the discharge of oil and release of hazardous materials, coordination of federal maritime security operations, conduct of marine inspections of domestic vessel fleets, and exercise of Captain of the Port authority over vessels, facilities, cargo operations and the people working therein. As a crisis leader, I utilize the National Incident Management System to seamlessly integrate all responding agencies and stakeholders and drive unity of effort.

I offer a record of integrity and accomplishment in demanding assignments of the highest visibility as a public and military servant. If confirmed, my combined public policy knowledge, strategic lens and operational experience with Coast Guard missions and interagency coordination will bring key insights to the Flag Corps and enable me to lead the Coast Guard through the ambiguities of the 21st century.

I desire to continue my service as a Rear Admiral to protect and defend American values through the missions and diplomacy of the United States Coast Guard. I am committed to continuing my personal mission to develop engaged public servants and informed citizens. I firmly believe the Coast Guard is growing into its full potential, and I offer the combined leadership and strategic mind to continue the growth of the service in its vital national security role.

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?

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

My work spans the formulation, funding, and implementation of maritime safety and security policies at the local, national and international levels. As Commanding Officer and Captain of the Port at Coast Guard Sector Los Angeles-Long Beach, I facilitate regional partnerships and provide strategic direction for a team of 550 active duty, reserve and civilian personnel and 1000 member volunteer Auxiliary workforce supported by a \$3 million operating budget. Our team conducts federal maritime safety and security operations throughout the central California coast and within the United States' largest container port complex, safeguarding \$1.4 billion in cargo movement per day. In previous operational assignments, I led complex, large-scale port and contingency operations in the Ports of South Louisiana and New Orleans, Ports of New York and New Jersey, Washington D.C. and the Pacific Northwest.

Previous policy work at the National Security Council, Office of Management and Budget, and the U.S. House of Representatives afforded unique insights into harmonizing government regulation, stakeholder

concerns, and the flow of maritime commerce.

As Fellow to the House Appropriations Committee, Subcommittee on Homeland Security I managed the \$42 billion Detail Table of all Homeland Security appropriations and prepared the Comparative Statement of Budget Authority.

As Program Examiner, Office of Management and Budget, I negotiated the 2013 President's budget for the Environmental Protection Agency, \$488M/1,636 personnel.

As Program Reviewer, U.S. Coast Guard Office of Budget and Programs, I formulated and justified \$3 billion of Coast Guard operating expenses for the President's Budget. I received the 2011 Department of Homeland Security and 2010 Coast Guard Chief Financial Officer's awards for my work to fund the federal response to the Deepwater Horizon Spill and the Coast Guard response to the Haiti earthquake.

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

Elevate people first. Build a diverse workforce as a matter of national security and Coast Guard mission success because diverse organizations deliver better outcomes. Commit to a culture of individual resilience as the foundation of workforce readiness and invest in an upstream approach to winning hearts and minds to retain talent.

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 while achieving unity of effort among the private and public sectors.

Systematize futures, foresight and horizon planning. Adopt a long-term growth mindset and drive innovation through data utilization. Harness the power of technology and big data to baseline assumptions and inform strategy development, resourcing, and operations to dispel confirmation bias and achieve mission success within the Nation's maritime safety and security priorities.

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, but if any conflict 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 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, but if any conflict 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, but if any conflict 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.

As a program reviewer in CG-821, I was directly involved in the legislative process that resulted in Public Law 111-191 to Amend the Oil Pollution Act of 1990 to authorize advances from Oil Spill Liability Trust Fund for the Deepwater Horizon Oil Spill.

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

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 as a general court-martial convening authority involving sexual misconduct or assault.

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 16th day of September, 2021.

see attached

Notary Public

JURAT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Los Angeles

Subscribed and sworn to (or affirmed) before me on this 16 day of September, 2021,
by Rebecca E Oae, proved to me on the basis of satisfactory
evidence to be the person(s) who appeared before me.

(Seal)

Signature 



CAPTAIN REBECCA E. ORE



Captain Ore assumed the duties of Captain of the Port and Sector Commander, U.S. Coast Guard Sector Los Angeles-Long Beach in May 2020, where she guides a team of over 550 active duty, reserve and civilian personnel conducting federal maritime safety and security, defense and law enforcement operations throughout the central California coastal region. Her career spans the formulation, funding, implementation, and management of maritime safety and security policies and programs at local, regional and national levels.

Fluent in the languages of national incident management, federal budget formulation and national security decision-making she implements safety and security regimes to sustain a resilient maritime transportation system. From the Pacific Northwest to

the Ports of New York and New Jersey, and Washington, D.C. to the Ports of South Louisiana and New Orleans, she previously led complex, large-scale port and contingency operations.

Her previous policy work at the National Security Council, Office of Management and Budget, and the U.S. House of Representatives afforded unique insights into harmonizing government regulation, stakeholder concerns, and the flow of maritime commerce.

The first among the United Sea Services, Captain Ore is a 2021 Peace With Women Fellow with the Halifax International Security Forum. She was a 2018 National Security Affairs Fellow at the Hoover Institution at Stanford University and a 2011 German Marshall Fund Marshall Memorial Fellow. Captain Ore is a graduate of the United States Coast Guard Academy and Princeton University's School of Public and International Affairs.

Captain Rebecca E. Ore

Current Assignment

May 2020 – Present USCG Sector Los Angeles-Long Beach, Commanding Officer and Captain of the Port

Assignment History

Jun 2018 – May 2021 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, Masters of Public Policy
1993-1997 U.S. Coast Guard Academy, Bachelor of Science, Government

Military Personal Awards and Significant National Recognition or Achievement

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

2021	Peace With Women Fellow, Halifax International Security Forum
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