

**Senate Commerce Committee Coast Guard Nominee Questionnaire,
119th Congress**

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the “Committee”) requests that you provide typed answers to each of the following questions. It is also requested that you 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 you. 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 are active and can be clicked. Section F may be scanned for electronic submission and need not be searchable.

Incomplete questionnaires may delay the nomination process.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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

Matthew (Matt) William Lake

2. Position to which nominated:

Rear Admiral, U.S. Coast Guard

3. Date of Nomination:

22 October 2025

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

[REDACTED]

[REDACTED]

- [REDACTED]
5. Date and Place of Birth:

- [REDACTED]
6. Provide the name, position, and place of employment for your spouse (if married) or domestic partner, and the names and ages of your children (including stepchildren and children by a previous marriage).

A. Joanna Edith Marie Lake (spouse); Public Affairs and Marketing Coordinator, Community Action Council of Howard County, MD

B. Alexander William Lake, 20 years old

C. Gabriella Marie Lake, 18 years old

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.

A. 2015-2016 – Massachusetts Institute of Technology (MIT), Master of Business Administration (2016)

B. 1997-1999 – University of Michigan, Master of Science, Naval Architecture & Marine Engineering (1999)

C. 1997-1999 – University of Michigan, Master of Science in Engineering, Mechanical Engineering (1999)

D. 1991-1995 – U.S. Coast Guard Academy, Bachelor of Science, Naval Architecture & Marine Engineering (1995)

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 commissioned officer in the U.S. Coast Guard since 1995. Please see my official Coast Guard biography and chronology of work history for detailed information.

9. Attach a copy of your resume.

My Official Coast Guard biography and chronology of work history are 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.

From 07 March 2024 to 20 March 2025 I served as a volunteer on the Society of Defense Financial Managers (SDFM) Board of Directors in the position of Vice President. Volunteers from the financial management communities within the Armed Services, Department of Homeland Security (DHS) and several Department of War agencies serve on the SDFM Board of Directors. SDFM is a 501(c)(3) non-profit organization that promotes education, training and professional development within the financial management community. SDFM's mission is to promote thought leadership, professional development, and ethical behavior in defense financial management. I received advice from a Coast Guard ethics counselor on carrying out my SDFM responsibilities, and I followed that advice.

12. List all memberships 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 (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.

A. Vice President: Society of Defense Financial Managers; March 2024 to March 2025

- B. Member: USCG Academy Board of Trustees; 2023 to present (membership associated with my position as the Assistant Commandant for Resources and Chief Financial Officer)**
- C. Member: USCG Academy Alumni Association; 2021 to present**
- D. Member: American Society of Naval Engineers; 2016 to present**
- E. Member: American Society of Military Comptrollers (ASMC); 2016 to present (ASMC was renamed Society of Defense Financial Managers in 2024)**
- F. Member: New Era Academy Transportation Technology, Board of Advisors; 2016-2019 (membership associated with my position as USCG Yard Commanding Officer)**
- G. Member: Boy Scouts of America; 2013-2015 & 2017-2018; served as a Den Leader in 2014.**

None of these organizations currently restricts membership on the basis of sex, race, color, religion, national origin, age, or disability. Boy Scouts of America (BSA) did, previously, exclude girls from serving as scouts, although at the time I served in BSA women could serve as Scout Leaders. BSA has since amended their membership requirements to allow girls to be scouts.

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.

Honors:

2018, Institute for Defense & Business - General William Tuttle Award for Business Acumen in Defense & Government

2018, Association of Government Accountants, Government Financial Manager Certification (CGFM)

2017, DHS & Federal Acquisition Senior Acquisition Program Manager Certifications

2015, Massachusetts Institute of Technology Sloan Fellowship

2013, U.S. Secretary of Homeland Security Outstanding Service Award

2010, American Society of Naval Engineers Perry Award

2007, USCG Chief Financial Officer Award

1996, U.S. Surface Navy Association Admiral Schonland Award

1995, USCG Vice Admiral J.J. McClelland Award

Military Medals:

Legion of Merit (3)

Meritorious Service Medal (5)

USCG Commendation Medal

USCG Achievement Medal

17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications 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.

A. "Feasability Study and Preliminary Design of a Channel Buoy Mounted Oil Sensor System," Marine Technology Journal (Society of Naval Architecture and Marine Engineers), Jan 1996. Link: [Feasibility](#)

Study and Preliminary Design of a Channel Buoy Mounted Oil Sensor System | Marine Technology and SNAME News | OnePetro

- B. “Hydrodynamic Coefficient Estimation of Tension Leg Platform (TLP) and Spar Structures,” Journal of Offshore Mechanics and Arctic Engineering, May 2000. Link: [Hydrodynamic Coefficient Estimation for TLP and Spar Structures | J. Offshore Mech. Arct. Eng. | ASME Digital Collection](#)**
 - C. “Sustaining Morale on Patrol: an Engineer’s Perspective,” USCG Leadership News, Mar 2002. (I do not have a link or digital copy)**
 - D. “Improving Reliability of 175’ Coastal Buoy Tender Main Diesel Engines,” USCG Systems Times, Jul 2002. (I do not have a link or digital copy)**
 - E. “Implementing the New Coast Guard Logistics Model,” Journal of American Society of Naval Engineers, Sep 2010. (I do not have a link or digital copy)**
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.
- A. Remarks at the American Society of Military Comptrollers (ASMC) National Capital Region Professional Development Institute, 09 Mar 2023. (I do not have a link or digital copy)**
 - B. Remarks at the American Society of Military Comptrollers (ASMC) National Convention, 31 May 2023. (Attached)**
 - C. Panelist, “Do the Sea Services Have the Resources Needed to Fulfill the National Security Strategy?” Armed Forces Communications & Electronics Association (AFCEA) International WEST Conference, 15 Feb 2024. <https://www.youtube.com/watch?v=2gzAj65hN6o>**
 - D. Remarks at the American Society of Military Comptrollers (ASMC) National Capital Region Professional Development Institute, 14 Mar 2024. (I do not have a link or digital copy)**

E. Panelist, “Strategic Priority Investments for Warfighting” Sea-Air-Space 2025, 04 April 2025. [Strategic Priority Investments for Warfighting | Sea-Air-Space 2025 - YouTube](#)

F. Remarks at the National Capital Region Society of Defense Financial Managers Lunch, 20 Aug 2025. (I do not have a link or digital copy)

In addition to these external engagements, I provided numerous remarks internal to the Coast Guard, including ceremonies, changes of commands, retirements, and all hands.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts 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.

A. Quote, “Coast Guard Signs New Agreement to Service NOAA Fleet at Coast Guard Yard.” (19 Aug 2014) <https://www.baltimoresun.com/2014/08/19/coast-guard-signs-new-agreement-to-service-noaa-fleet-at-curtis-bay-yard/>

B. Statement, “CAPT Matthew Lake Leadership Philosophy.” (July 2016) [CO Leadership Philosophy \(uscg.mil\)](#)

C. Statements, “Coast Guard Yard News.” (July 2016 – July 2019) [News \(uscg.mil\)](#). (Note: I provided written remarks in each of the CG Yard’s bi-monthly/quarterly newsletters while serving as Commanding Officer from 2016-2019. While this newsletter is intended for the Yard workforce (internally focused), electronic copies are now archived on the uscg.mil (public) website.)

D. Quote, “U.S. Navy Partners with U.S. Coast Guard for Service Life Extension Work.” (12 Apr 2017) [U.S. Navy Partners with U.S. Coast Guard for Service Life Extension Work > Naval Sea Systems Command > Article View.](#)

- E. Quote, “U.S. Coast Guard Yard receives preliminary debris site test results.” (8 Aug 2018) [US Coast Guard Yard receives preliminary debris site test results \(govdelivery.com\)](https://govdelivery.com/US-Coast-Guard-Yard-receives-preliminary-debris-site-test-results)
- F. Quote, “World War II-era contaminated debris was found at U.S. Coast Guard Yard at Curtis Bay.” (9 Aug 2018) <https://www.baltimoresun.com/2018/08/09/world-war-ii-era-contaminated-debris-was-found-at-us-coast-guard-yard-in-2014-but-confirmed-only-recently/> (The information and quote in this news article was repeated in on-line media articles from Maryland Gazette: https://digitaledition.mdgazette.capitalgazette.com/tribune/article_popover.aspx?guid=02535b48-bbef-4215-8800-94973a7707a0 and Chesapeake Bay Magazine: [WWII-Era Debris Found Contaminating Coast Guard Yard | Chesapeake Bay Magazine](#))
- G. Quote, “Sea Services Address Resourcing Gloom and Doom.” (15 Feb 2024) [Sea Services Address Resourcing Gloom and Doom | AFCEA International](#)
- H. Televised Interview, “Charting the Coast Guard’s Course: Recapitalization and Resilience.” Rebroadcast as: “Modernizing the Mission: The Coast Guard’s Fiscal Strategy for the Future.” Fed Gov Today (04 May 2025) [Charting the Coast Guard’s Course: Recapitalization and Resilience](#); [Modernizing the Mission: The Coast Guard’s Fiscal Strategy for the Future](#)
- I. Quote, “Sea-Air-Space: Private Equity Floats Role in U.S. Military and Commercial Shipbuilding.” Seapower Magazine. (10 May 2025) [Sea-Air-Space: Private Equity Floats Role in U.S. Military and Commercial Shipbuilding - Seapower](#)
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): <https://www.facebook.com/matt.lake.1420>

B. LinkedIn (active): <https://www.linkedin.com/in/matthewlake1/>

21. 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, committee, and subject matter of each testimony.

None.

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?

If I receive Senate Confirmation for promotion, I will be expected to help lead the Coast Guard through a dynamic period of our Service's history. I have had the honor to serve for over 30 years in a range of assignments, including cutter and shore-based operational units, mission support commands, and at headquarters positions in financial management and mission support. I believe my education, training, and experience make me well-qualified for continued service as a more senior Flag Officer.

In my current position, I serve as the Coast Guard Assistant Commandant for Resources and Chief Financial Officer (CFO). This assignment has afforded me the opportunity to lead some of the most talented people in our Service, and to ensure the resources provided to the Coast Guard are put to best use to address the Coast Guard's highest needs. It has also enabled me to take a strategic view of our Service, and link strategy, policy and resources to manage risk and to provide value to our Nation.

In past assignments I served in the Office of Budget and Programs, building and supporting the Coast Guard's budget request to Congress, working with DHS, OMB, and Congressional staffs. I later performed similar duties while assigned to DHS. As a more senior officer, I supervised the Coast Guard's \$30+ billion surface vessel acquisition programs. I also provided chief of staff duties for the Deputy Commandant of Mission Support, the Vice Admiral that leads a 17,000-person workforce responsible for all engineering, acquisitions, human resources, training, C5I systems, operational logistics, and infrastructure.

These assignments helped me build experience in financial management, engineering, acquisitions, the operation of federal government, and the importance of accountability.

One of my most formative assignments was my tenure as the Commanding Officer of the USCG Yard in Baltimore, MD. I had the privilege of leading 700 military and civilian personnel, operating the Coast Guard's only shipyard and largest industrial facility in DHS, breathing new life into aging Coast Guard cutters and supporting crews across our Service. This assignment helped me develop an incredible appreciation of the unwavering patriotism, spirit, and dedication of our workforce – including civilians that have served in the Coast Guard for over 50 years.

Each day tens of thousands of Coast Guard personnel carry out missions of tremendous value to the United States and to humanity, often at great personal sacrifice. I wish to continue to serve alongside and empower Coast Guard personnel to meet the needs of our Nation. From my perspective, there are few things more humbling and rewarding than to be entrusted to lead them.

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?

As a Coast Guard Officer, and especially as a Flag Officer, I believe accountability, to include proper management and accounting controls, is essential to maintain public trust and comply with my oath of office. All senior leaders must hold themselves, their peers, and those they lead accountable to the highest standards of conduct and performance.

As the Coast Guard CFO, I am personally responsible and accountable for proper management of all the Coast Guard's financial resources. This includes all budgetary, financial and resource management activities relating to the programs and operations of the Coast Guard with an annual budget of more than \$13 billion. As CFO I lead a workforce of more than 500 military, civilian and contractor personnel. I am responsible for managing the Coast Guard's internal control programs, including internal control over financial reporting. I am also responsible

for overseeing all accounting and accounting controls. In the position of CFO, I have learned the importance of transparency, strong leadership engagement in the establishment of well-designed internal controls, and the importance of setting the right “tone from the top” to foster an organization that values the best possible resource management.

In my prior assignment as Executive Assistant to the Deputy Commandant for Mission Support I helped manage a 17,000-person mission support workforce, including personnel across the continental United States, and as far away as Guam. This assignment provided me the opportunity to help implement policies that will bolster leadership accountability and build our workforce to best meet the challenges of our future.

Other assignments that provided me the opportunity to lead large organizations include my assignment as the Assistant Program Executive Officer of Coast Guard surface acquisitions. In this position I led a geographically distributed 383-person workforce located in Washington, DC and at shipyards around the United States where we oversaw acquisition and construction of all Coast Guard cutters and boats. I also served as Commanding Officer of the Coast Guard Yard in Baltimore, MD where I led a 700-person workforce that overhauled and maintained Coast Guard cutters, boats and weapons systems.

If I am confirmed, I will remain accountable, maintaining public trust and upholding my oath of office.

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

The leading challenge facing the Coast Guard is the ability to obtain and sustain a mission-ready workforce along with mission-ready assets.

A mission-ready workforce is essential to the effective execution of all Coast Guard missions. Given the evolving nature of work and workers, coupled with a shrinking population of citizens eligible and willing to serve in the military we must take a different approach to recruiting, training and retaining our workforce. To remain the world’s best Coast Guard, we must develop a construct that is increasingly flexible, allowing flow in and out of the Service. We must also modify our traditional approach to

military assignments, allowing people to develop and sustain technical expertise as well as care for themselves and their families. We must also better leverage technology to conduct training and work. Importantly, the cornerstone of a mission-ready workforce is a vibrant and healthy workplace. While the Coast Guard ethos is admired across government and the public, the revelations stemming from Operation Fouled Anchor demonstrate there is still improvement required. We must strive to build an organization in which our core values of honor and respect are lived out by everyone in our Service – without exception.

Next to people, mission-ready assets (e.g., cutters, aircraft, command and control, information systems, and shore infrastructure) are essential to carrying out the Coast Guard's missions. For nearly two decades the Coast Guard has worked to recapitalize an aging fleet with new assets, while struggling to maintain our legacy fleet. Unfortunately, the rate of recapitalization has not been fast enough. This has led to degraded readiness over time, which has now induced operational risk to both steady-state and contingency operations. To mitigate this risk the Coast Guard must take new approaches to our acquisition programs and processes, incentivizing schedule and cost over individual asset performance. The Coast Guard must also adapt to changes in market conditions in shipbuilding, ship repair, construction and aviation industries to implement better strategies to acquire and sustain mission-ready assets at best speed.

A second challenge is the increasing complexity of the Marine Transportation System (MTS) coupled with coastal population growth, cybersecurity threats, and a fragile global supply chain. The MTS has experienced tremendous expansion over the past several decades and will continue to do so for the foreseeable future, placing increasing demands on shared-use waterways. Revolutionary changes to sensors, shipboard technology, as well as novel uses of the maritime domain in support of energy production and resource extraction will further this complexity. Coastal population growth increases the likely economic severity that results from natural and man-made disasters. Globally, population growth will likely pressurize food stocks, access to potable water, and other resources. This has the potential to cause increased human smuggling through maritime routes, illegal fishing, as well as proliferation of transnational crime and nation-on-nation maritime conflict. These changes will result in increased demand for Coast Guard services. To

address these challenges the Coast Guard must take a long-view, and work closely with our external stakeholders to ensure we have the optimal mix of authorities, resources and assets to adequately manage risk across the maritime commons. We must also be willing to adopt novel technology, new approaches to maritime governance, and expand partnerships.

A third challenge is heightened maritime activity in the polar regions, and the need for a sustained Coast Guard surface presence to protect national security, economic and environmental interests. Operations and mission support in the polar regions are extremely challenging given the presence of ice, extreme temperatures and lack of infrastructure. In addition to the acquisition of new polar icebreakers, the Coast Guard must explore other means by which to establish effective and sustainable presence in the high latitudes. This includes expanding partnerships with industry, other government agencies and other nations to establish presence in these regions.

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.

No.

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, but if any conflict of interest or potential conflict of interest arises, 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 conflict of interest 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.

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.

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, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of the 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.

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, municipal, or foreign government entity, other than for a minor traffic offense? If so, please explain.

I have no new matters that weren't previously disclosed in my O7 Senate Questionnaire. The matter I previously disclosed is as follows:

When I was 17 years old (June 1990), I was charged with "minor in possession of alcohol" in Rockbridge County, VA. The charge was subsequently dismissed by the court. I reported the incident to the Coast Guard Academy prior to my arrival and have reported it on every SF-86 that I have submitted during my time in the Coast Guard.

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 assault, sexual harassment, or discrimination on the basis of sex, race, religion, whistleblower activity, or any other basis? If so, please explain.

I have no new matters that weren't previously disclosed in my O7 Senate Questionnaire. The matters I previously disclosed are as follows:

In 2014 while assigned as the U.S. Coast Guard Yard Industrial Manager, I was named as one of several responsible management officials accused of harassment by a civilian employee on the basis of race, disability, and reprisal. I was the complainant's fourth-level supervisor. This case was investigated by a third-party certified EEO investigator and was adjudicated by the EEOC. The EEOC administrative judge determined that the accusations were without merit and entered summary judgment for the Coast Guard in July 2018.

In July 2022, while preparing to submit my Senate Confirmation questionnaire for promotion to RDML/O7, I was informed by the Coast Guard that I was named in a second EEO allegation in 2019 by a different civilian employee at the Coast Guard Yard. I was not notified about the complaint at the time it was filed, nor asked to provide any statement in the matter. I understand it was closed in Fall 2019 without investigation, but I do not have details about the resolution.

6. 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/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation 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/commission/corporation 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.

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.

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

I, Matthew Lake 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.



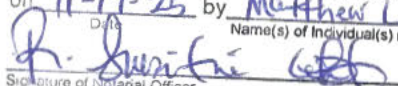
Signature of Nominee

Subscribed and sworn before me this 17 day of November, 2025.



Notary Public



District of Columbia
Signed and sworn to (or affirmed) before me
on 11-17-25 by Matthew Lake
Date Name(s) of Individual(s) making Statement

Signature of Notarial Officer
Notary Public
Title of Office
My commission expires: 01/31/2028

Admiral Matthew W. Lake

Chronology of Work History

Current Assignment:

Jan 23 – Present Assistant Commandant for Resources & Chief Financial Officer, RDML

Assignment History:

Apr 21 – Jan 23 DCMS-EA, Deputy Commandant for Mission Support Executive Assistant, CAPT

Jul 19 – Apr 21 CG-932, Assistant Program Executive Officer for Surface Acquisitions, CAPT

Jun 16 – Jul 19 USCG Yard, Commanding Officer, CAPT

Apr 15 – Jun 16 Massachusetts Institute of Technology, Sloan Fellow, CDR

Dec 14 – Apr 15 Department of Homeland Security, Special Assistant to DHS Chief Financial Officer, CDR

Jul 13 – Dec 14 USCG Yard, Industrial Manager, CDR

Apr 11 – Jul 13 CG-82d, Office of Budget & Programs, Deputy, CDR

May 10 – Apr 11 CG-821, Office of Budget & Programs, Program Reviewer, CDR

Aug 08 – May 10 Surface Forces Logistics Center Small Boat Product Line, Engineering Chief, LCDR

Jul 05 – Aug 08 Sector St. Petersburg, Logistics Department Head, LCDR

May 02 – Jul 05 USCGC NORTHLAND (WMEC-904), Engineer Officer, LT

Jun 99 – May 02 Maintenance and Logistics Command Atlantic Naval Engineering Division, Type Desk Supervisor, LTJG/LT

Jun 97 – Jun 99 University of Michigan, Duty Under Instruction, LTJG

Jun 95 – Jun 97 USCGC MIDGETT (WHEC-726), Student Engineer, ENS/LTJG

Educational Summary:

2015-2016 Massachusetts Institute of Technology, Master of Business Administration

1997-1999 University of Michigan, Master of Science, Naval Architecture & Marine Engineering

1997-1999 University of Michigan, Master of Science in Engineering, Mechanical Engineering

1991-1995 U.S. Coast Guard Academy, Bachelor of Science in Naval Architecture & Marine Engineering

Military Personal Awards and Significant Recognition:

Legion of Merit (3), Meritorious Service Medal (5), Commendation Medal, Achievement Medal

2018 Institute for Defense & Business - General William Tuttle Award for Business Acumen in Defense & Government

2018 Association of Government Accountants Government Financial Manager Certification

2017 Federal Acquisition Program & Project Management Certification

2015 Massachusetts Institute of Technology Sloan Fellowship

2013 U.S. Secretary of Homeland Security Outstanding Service Award

2010 American Society of Naval Engineers Perry Award

2007 USCG Chief Financial Officer Award

2005 Coast Guard Permanent Cutterman Insignia

1996 U.S. Surface Navy Association Admiral Schonland Award

1995 USCG Vice Admiral J.J. McClelland Award

Rear Admiral Matt Lake

Assistant Commandant for Resources & Chief Financial Officer U.S. Coast Guard



RDML Lake currently serves as the Assistant Commandant for Resources (CG-8) and the Chief Financial Officer for the U.S. Coast Guard. In this capacity, he is responsible for all budgetary, financial and resource management activities relating to the programs and operations of the Coast Guard. As a component of the Department of Homeland Security (DHS), the Coast Guard is comprised of a nearly 60,000-member active duty, reserve and civil service workforce with an annual budget of nearly \$14 billion.

RDML Lake has had a mix of Coast Guard operational and field support assignments. These included service in Coast Guard Cutters MIDGETT and NORTHLAND, as the Engineer Officer; duty at Maintenance & Logistics Command Atlantic; service as the first Sector St. Petersburg Logistics Department Head; and as the Surface Forces Logistics Center's first Product Line Engineering Chief, implementing the Coast Guard's present-day mission support business framework. RDML Lake also served as the Coast Guard Yard's Industrial Manager, where he was responsible for shipyard operations, and later as the Commanding Officer. The Coast Guard Yard is the largest industrial facility in DHS, and the Coast Guard's only public shipyard.

In addition to field assignments, RDML Lake served as Deputy of the Coast Guard's Office of Budget and Programs where he oversaw formulation and defense of the Coast Guard's annual budget with DHS, the Administration, and Congress. He later served under the DHS Chief Financial Officer, coordinating formulation and justification of DHS's \$65 billion President's Budget Request to Congress. RDML Lake also served as the Assistant Program Executive Officer for Surface Acquisitions, where he led the Service's cutter and boat construction and renovation programs at shipyards throughout the United States, valued at over \$30 billion. Most recently, he served as Executive Assistant to the Deputy Commandant for Mission Support. The 17,000-person Mission Support organization delivers the systems and people in support of the Coast Guard's diverse mission sets through oversight of all human capital, naval, aeronautical and civil engineering and logistics, acquisitions, information technology, and security.

RDML Lake earned a Bachelor of Science in Naval Architecture and Marine Engineering from the U.S. Coast Guard Academy in 1995. He earned Master of Science degrees in both Mechanical Engineering and Naval Architecture and Marine Engineering in 1999 from the University of Michigan. He was selected as a Massachusetts Institute of Technology (MIT) Sloan Fellow and earned a Master of Business Administration from MIT in 2016. RDML Lake is a Certified Government Financial Manager and Senior Acquisition Program Manager.

RDML Lake has been awarded three Legions of Merit, five Meritorious Service Medals, and several other personal and unit awards. He is a recipient of the 2018 General Tuttle Award for Business Acumen in Defense and Government, the 2010 American Society of Naval Engineers Perry Award, the 2007 Coast Guard Chief Financial Officer Award, and was awarded by the Secretary of Homeland Security in 2013 for outstanding performance of duty.