

U.S. Department of Commerce Briefing Materials

**2024
Agency Review Team**





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Section 1

Organization Overview



U.S. Department of Commerce
Career Staff Transition Leads Contact Information

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Office of the Secretary Office Transition Leads		
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Operating Unit (Bureau) Transition Leads		
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National Oceanic and Atmospheric Administration (NOAA)	VADM Nancy Hann Deputy Under Secretary for Operations	nancy.hann@noaa.gov 301-357-0261
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United States Patent and Trademark Office (USPTO)	Fred Steckler Chief Administrative Officer	frederick.steckler@uspto.gov 571-272-9600



U.S. Department of Commerce Executive Overview

Mission: The Department of Commerce creates the conditions for economic growth and opportunity for all communities.

History and Enabling Legislation: The Department of Commerce was originally established by Congressional Act on February 14, 1903, as the Department of Commerce and Labor (32 Stat. 826; 5 U.S.C. 591) and was subsequently renamed the U.S. Department of Commerce by President William H. Taft on March 4, 1913 (15 U.S.C. 1512). The defined role of the new Department was “to foster, promote, and develop the foreign and domestic commerce, the mining, manufacturing, and fishery industries of the United States.”

Locations: The Department is headquartered in Washington, D.C., at the Herbert Clark Hoover Building, 1401 Constitution Ave NW. The Department also has field offices in every state and territory, the largest of which is the multi-bureau campus and laboratories in Boulder, Colorado. The Department also maintains trade offices in more than 86 countries worldwide.

Employees: As of June 30, 2024, the Department had approximately 48,000 federal employees on board. The Department's workforce includes uniformed service offices in the NOAA Commissioned Officer Corps, diplomats who are Foreign Commercial Service Officers, badged law enforcement officers in BIS and NOAA, and civil service employees who manage the Department's diverse programs and deliver our services directly to American businesses and citizens. Six Department employees have received the Nobel Prize for work they performed at NIST.

Budget Authority: The Department's FY 2024 enacted budget authority was approximately \$10.8 billion.

Headquarters Offices and Departmental Operating Units: The following headquarters offices and component operating units (a.k.a. bureaus) implement over 225 budgeted programs and activities.

- Office of the Secretary (OS)
- Office of Inspector General (OIG)
- Bureau of Industry and Security (BIS)
- Bureau of Economic Analysis (BEA)
- Census Bureau (Census)
- Economic Development Administration (EDA)
- International Trade Administration (ITA)
- Minority Business Development Agency (MBDA)
- National Institute of Standards and Technology (NIST)
- National Oceanic and Atmospheric Administration (NOAA)
- National Telecommunications and Information Administration (NTIA)
- National Technical Information Service (NTIS)
- Office of the Under Secretary for Economic Affairs (OUSEA)
- U.S. Patent and Trademark Office (USPTO)



Primary Mission Essential Functions (PMEFs): [The Department of Homeland Security designated](#) the following Department of Commerce programs that need to be continuous or resumed within 12 hours after an emergency event and maintained for up to 30 days or until normal operations can be resumed:

PMEF 1 – (BIS) Prevent export control violations: Prevent national security export control violations.

PMEF 2 – (NOAA) Provide Satellite Imagery: Collect and provide the Nation with critical intelligence data, imagery, and other essential information for predictive environmental and atmospheric modeling systems and space-based distress alert systems by operating NOAA-controlled satellites, communications equipment, and associated systems.

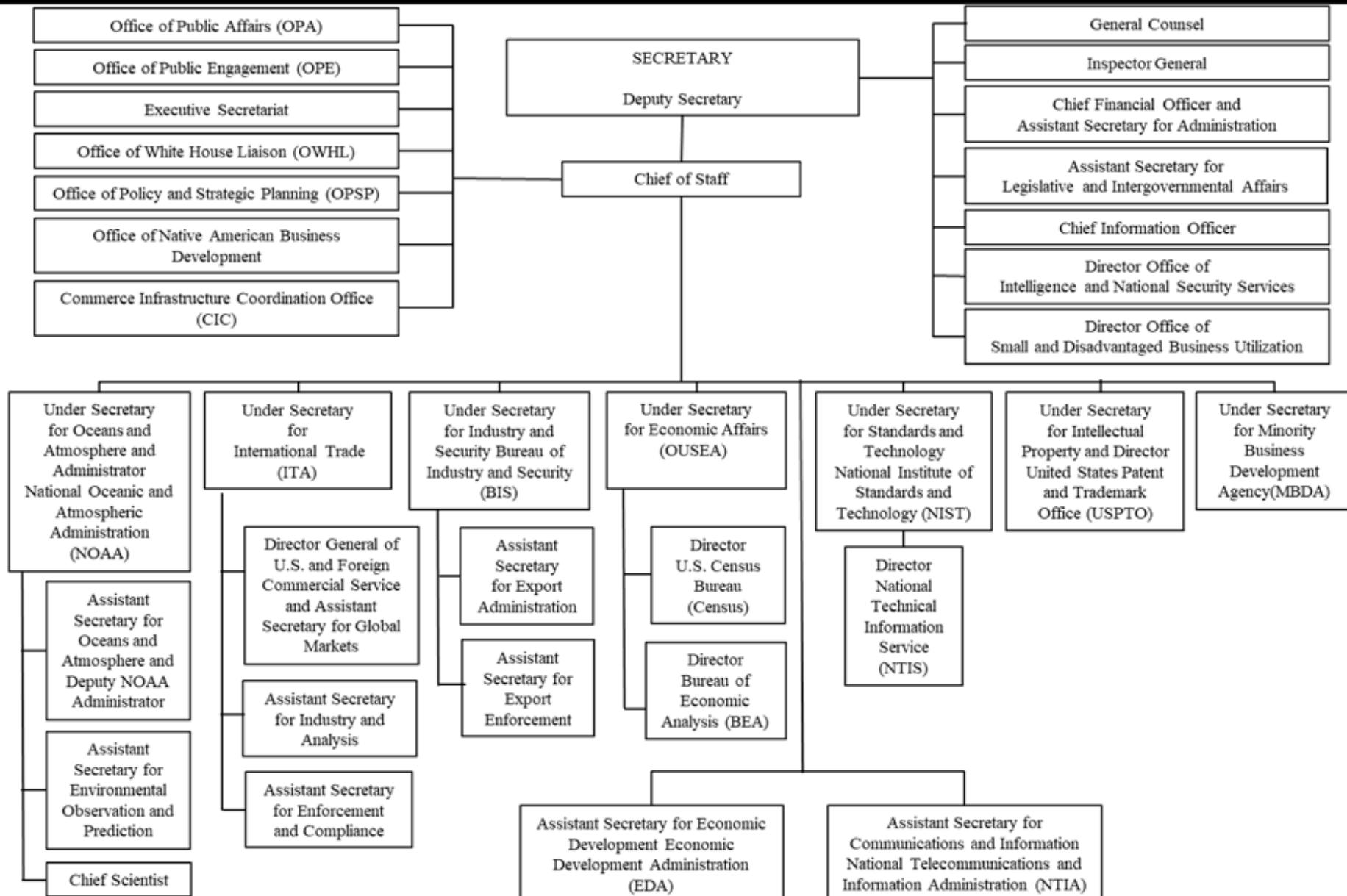
PMEF 3 – (NOAA) Provide Meteorological Forecasts: Provide the Nation with forecasts, warnings, environmental data, and expertise critical to public safety, disaster preparedness, all-hazards response and recovery, the national transportation system, safe navigation, and the protection of the Nation's critical infrastructure and natural resources.

PMEF 4 - (NTIA) Maintain Operational Federal Communications: Ensure the continuity of operations and reconstitution of critical communications and information systems and services by (a) fulfilling NTIA's statutory responsibility as the President's principal adviser on telecommunications and information policy regarding cybersecurity and national security decisions arising in the context of operational and incident response; (b) managing Federal use of the radio frequency spectrum; (c) overseeing root zone change and related requests pertaining to U.S. affiliated top-level domains to guarantee stable and security operations; and (d) ensuring the First Responder Network Authority's ability to manage the contract to build and operate the Nationwide Public Safety Broadband Network (NPSBN) and provide wireless services to public safety users.

Website: The Department's Internet address is <https://www.commerce.gov/>



U.S. Department of Commerce





U.S. Department of Commerce Budget Overview

Executive Summary

The Department of Commerce requested \$15.7 billion in total budgetary resources for Fiscal Year (FY) 2025. The Department received \$15.1 billion in total budgetary resources in FY 2024 and \$17.1 billion in FY 2023.

The three major parts to the Department's total budget are:

1. Amounts appropriated in the annual Commerce, Justice, Science, and Related Agencies Appropriations Act, which total \$11.4 billion in our FY 2025 President's Budget (PB) request.
2. On top of that, another \$4.3 billion in the FY 2025 PB consists of United States Patent & Trademark Office (USPTO) spending authority (\$4.2 billion) and National Technical Information Service (NTIS) spending authority (\$100 million).
3. Disaster/emergency supplemental funding for emergent requirements.

	FY 2023	FY 2024	FY 2025 PB
Appropriated by Congress	\$11.1 B	\$10.8 B	\$11.4 B
USPTO Spending Authority (fee funded)	\$4.3 B	\$4.2 B	\$4.2 B
NTIS Spending Authority (fee funded)	\$0.1 B	\$0.1 B	\$0.1 B
Disaster/Emergency Supplemental	\$1.6 B	N/A	N/A
Total Budgetary Resources	\$17.1 B	\$15.1 B	\$15.7 B

**Total Budgetary Resources Breakdown by Operating Unit (Bureau) (\$ in Millions)**

Department of Commerce Operating Unit (Bureau)	FY 2023	FY 2024	FY 2025 PB
Departmental Management	131.14	95.60	113.38
Office of the Inspector General	48.00	48.00	50.90
Economic Development Administration	498.00	468.00	522.86
Bureau of Economic Analysis	130.00	125.00	138.50
Bureau of the Census	1,485.00	1,382.50	1,577.69
International Trade Administration	613.00	611.00	645.50
Bureau of Industry and Security	191.00	191.00	223.39
Minority Business Development Agency	70.00	68.25	80.00
National Oceanic and Atmospheric Administration	6,354.08	6,321.22	6,548.73
U.S. Patent and Trademark Office ¹	4,253.40	4,195.80	4,193.35
National Institute of Standards and Technology	1,627.29	1,460.00	1,498.50
National Telecommunications and Information Administration	62.00	59.00	67.00
National Technical Information Service ¹	100.00	100.00	100.00
Rescission/proposed cancellation	(60.00)	(35.00)	(30.00)
Disaster/Emergency Supplemental	1,561.70		
Total Budget Resources	\$12,711.2	\$15,090.4	\$15,729.8

1. Discretionary Appropriations shown with exception of USPTO and NTIS. USPTO and NTIS amounts represent spending authority. Otherwise USPTO and NTIS would equal zero.

**Change in Budget (Discretionary Resources) FY 2024 to FY 2025 President's Budget (PB) (\$ in Millions)**

Operating Unit (Bureau)	FY 2024	FY 2025 PB	Change		Notes
			\$	%	
Departmental Management	95.6	113.4	17.8	19%	+\$3.7M for National Security Systems & Solutions requirements +\$1.3M DoC contribution to United States Digital Service +\$1.0M for Implementation of Artificial Intelligence Executive Order [AI EO] 14110 + \$853 thousand Diversity, Equity, Inclusion, and Accessibility [DEIA]
Office of the Inspector General	48.0	50.9	2.9	6%	+\$800 thousand for oversight of NOAA aviation program +\$600 thousand for AI oversight in support of AI E.O. 14110
Economic Development Administration	468.0	522.9	54.9	12%	+\$16M for Good Jobs Challenge—total \$41M +\$41M for RECOMPETE—total \$41M +\$17.8M for Salaries & Expenses—total \$85.8M
Bureau of Economic Analysis	125.0	138.5	13.5	4%	+ \$6.3M Develop U.S. Economic-Environmental Accounts
Bureau of the Census	1,382.5	1,577.7	195.2	14%	+\$54.4M for Data Ingest & Collection Enterprise (DICE) +\$43.6M for 2030 Census +\$11M to improve Puerto Rico economic data +\$11M restores sample size/Survey Income Program Participation +\$8.8M for Economic Census +\$2.4M to improve intercensal population estimates +\$1.0M to curate dataset for AI readiness, while protecting Americans' privacy against AI threats
International Trade Administration	611.0	645.5	34.5	6%	+\$12M Supply Chain--total \$22.8M; +111% over FY24 + \$5M for Outbound Investment + \$4M for Competing w/China & Other Threats -\$12.3M Rescale Global Markets Export Promotion/Trade Barrier Efforts
Bureau of Industry and Security	191.0	223.4	32.4	17%	+ \$8.8M Implementation of AI E.O. 14110 + \$8.0M increase overseas Export Control Officers + \$8.0M increase international export control policy +\$4.0M critical technical expertise on technologies/market/trade +\$3.5M IT Systems Modernization
Minority Business Development Agency	68.3	80.0	11.8	17%	+\$3.1M for Rural Business Centers +\$2.0M for Data, Research & Evaluation +\$1.9M for Business/Specialty Centers
National Oceanic and Atmospheric Administration	6,321.2	6,548.7	227.5	4%	+\$334M for weather satellites, \$2.1B total +\$90.2M (17%) for NOAA's ships/aircraft ops and procurement +\$31M for Offshore wind, \$53M total +\$10.6M for Office of Space Commerce (OSC); \$75.6M total
National Institute of Standards and Technology	1,460.0	1,498.5	38.5	3%	+\$143.5M for NIST construction; total of \$311.5M +\$48M for AI Research, Testing & Standards +\$14M for Advance Quantum Science Technology & Readiness
National Telecommunications and Information Administration	59.0	67.0	8	14%	+ \$3M AI & Emerging Technology Policy Lab
Rescission/proposed cancellation	-35.0	-30.0	5		
Total Budget	10,794.6	\$11,436.5	\$641.9	6%	



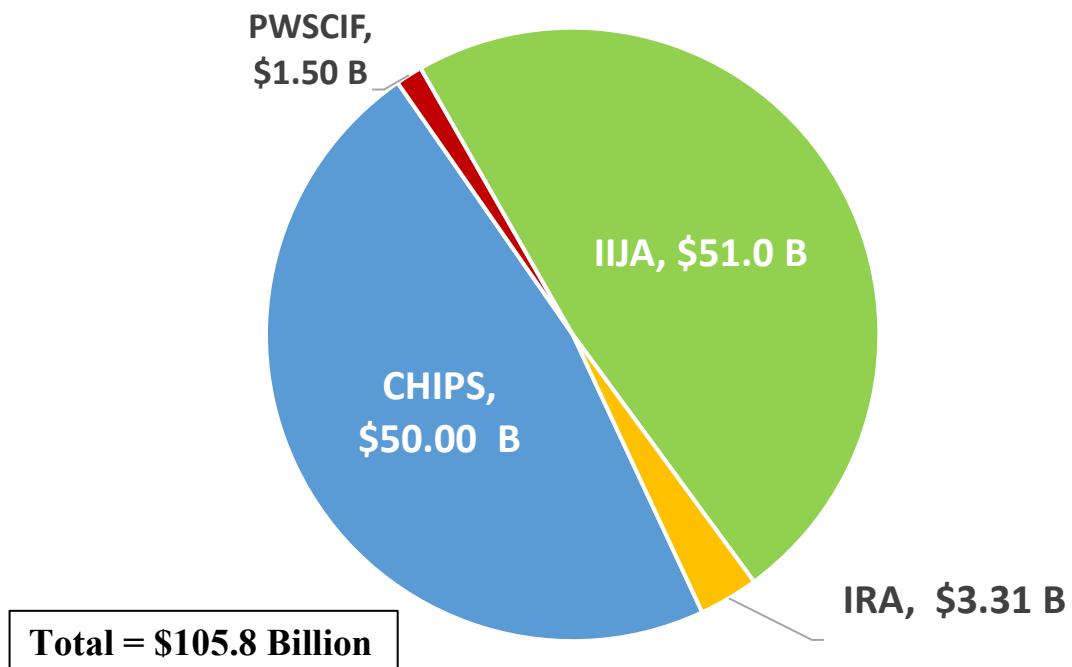
FY 2012 through FY 2025 PB Historical Summary Department of Commerce

(Net Appropriations in millions)

	FY 2012	FY 2013 Sequestration	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 President's Budget Request
Departmental Management (DM):														
Salaries & Expenses	57,000	51,972	55,500	56,000	58,000	58,000	63,000	63,000	61,000	73,000	80,000	95,000	94,500	112,239
Herbert C. Hoover Building (HCHB) Renovation and Modernization	5,000	1,998	4,000	4,500	19,062	4,000	45,130	—	1,000	1,123	1,100	1,142	1,142	1,142
Department of Commerce Nonrecurring Expenses Fund	—	—	—	—	—	—	—	—	20,000	20,000	30,000	35,000	—	—
Departmental Management Appropriation:	62,000	53,970	59,500	60,500	77,062	62,000	108,130	63,000	82,000	94,123	111,100	131,142	95,642	113,381
Office of Inspector General (OIG):	26,946	26,801	30,000	30,596	32,000	32,744	32,744	32,744	33,000	34,000	35,783	48,000	48,000	50,900
Economic Development Administration (EDA):														
Salaries and Expenses	37,500	34,835	37,000	37,000	39,000	39,000	39,000	39,000	40,500	40,500	43,500	68,000	68,000	85,864
Economic Development Assistance Programs (EDAP)	220,000	183,416	209,500	213,000	222,000	237,000	262,500	265,000	292,500	305,500	330,000	430,000	400,000	437,000
Economic Development Administration Appropriation:	257,500	218,251	246,500	250,000	261,000	276,000	301,500	304,000	333,000	346,000	373,500	498,000	468,000	522,864
Bureau of Economic Analysis (BEA):	96,000	93,321	99,000	100,000	109,000	107,300	99,000	101,000	107,990	111,855	116,000	130,000	125,000	138,500
Bureau of the Census (CENSUS):														
Current Surveys and Programs	274,138	257,500	273,932	268,642	270,000	270,000	266,000	270,000	274,000	288,403	300,000	330,000	328,500	367,347
Periodic Censuses and Programs	614,198	584,053	671,068	819,358	1,100,000	1,200,000	2,548,000	3,551,388	7,284,319	818,241	1,054,000	1,155,000	1,054,000	1,210,344
Bureau of the Census Appropriation:	888,336	841,553	945,000	1,088,000	1,370,000	1,470,000	2,814,000	3,821,388	7,558,319	1,106,644	1,354,000	1,485,000	1,382,500	1,577,691
International Trade Administration (ITA):	455,561	438,492	460,561	462,000	483,000	483,000	482,000	484,000	510,250	530,000	559,000	613,000	611,000	645,500
Bureau of Industry and Security (BIS):	101,000	93,646	101,450	102,500	112,500	112,500	113,500	118,050	127,652	133,000	141,000	191,000	191,000	223,392
Minority Business Development Agency (MBDA):	30,339	27,472	28,000	30,000	32,000	34,000	39,000	40,000	42,000	48,000	55,000	70,000	68,250	80,000
National Oceanic and Atmospheric Administration (NOAA):	4,895,611	4,744,320	5,316,542	5,443,470	5,769,680	5,677,381	5,910,967	5,426,298	5,353,675	5,432,198	5,879,232	6,354,084	6,321,223	6,548,734
U.S. Patent and Trademark Office (USPTO) [Non-Add]:	-1,000	—	-2,000	-2,000	-2,000	-2,000	-1,000	-1,500	-2,000	-2,000	-2,000	-2,450	-2,450	-2,450
National Institute of Standards and Technology (NIST):														
Scientific and Technical Research and Services (STRS)	567,000	579,771	651,000	675,500	690,000	690,000	724,500	724,500	754,000	788,000	850,000	953,000	1,080,000	975,000
Industrial Technology Services (ITS)	128,443	133,574	143,000	138,100	155,000	153,000	155,000	155,000	162,000	166,500	174,500	212,000	212,000	212,000
Construction of Research Facilities (CRF)	55,381	55,970	56,000	50,300	119,000	109,000	319,000	106,000	118,000	80,000	205,563	462,285	168,000	311,500
NIST, Appropriation:	750,824	769,315	850,000	863,900	964,000	952,000	1,198,500	985,500	1,034,000	1,034,500	1,230,063	1,627,285	1,460,000	1,498,500
National Telecommunications and Information Administration (NTIA):														
Salaries and Expenses	45,568	42,748	46,000	38,200	39,500	32,000	39,500	39,500	40,441	45,500	50,000	62,000	57,000	65,000
Facilities Management and Construction	—	—	—	—	—	—	—	—	—	—	—	—	2,000	2,000
NTIA, Appropriation	45,568	42,748	46,000	38,200	39,500	32,000	39,500	39,500	40,441	45,500	50,000	62,000	59,000	67,000
National Technical Information Service (NTIS) [Non-Add]:	66,310	85,298	109,659	175,202	183,602	145,500	170,000	145,500	110,000	100,000	100,000	100,000	100,000	100,000
RESCSSIONS of Unobligated Balances: ¹	—	—	—	—	—	-33,000	-10,000	-12,000	-22,000	-15,000	-25,000	-60,000	-35,000	-30,000
TOTAL Appropriation, Department of Commerce:	7,609,685	7,349,889	8,182,553	8,469,166	9,249,742	9,205,925	11,128,841	11,403,480	15,200,327	8,900,820	9,879,678	11,149,511	10,794,615	11,436,462
% Change in Appropriations from Prior Fiscal Year	N/A	-3%	11%	4%	9%	< 1%	21%	2%	33%	-41%	11%	13%	-3%	6%



Other Supplemental Appropriations



Details of Other Supplemental Appropriations*

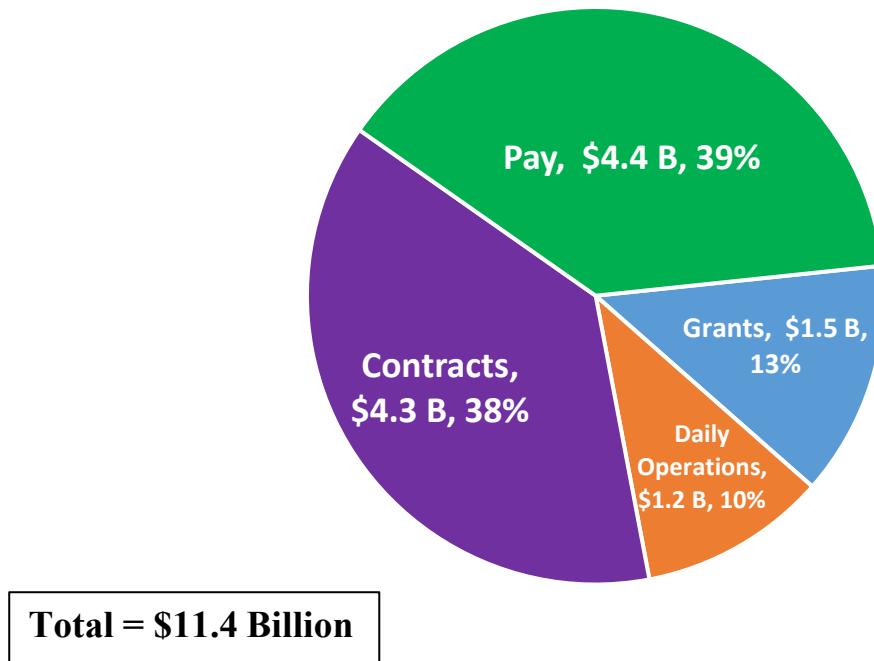
Amount (in billions)	Operating Unit (Bureau)	Description
\$50	NIST	Funds provided in Creating Helpful Incentives to Produce Semiconductors (CHIPS) Act of 2022 (P.L. 117-167)
\$48	NTIA	Funds provided by Infrastructure Investment and Jobs Act (IIJA) (P.L. 117-58)
\$3.31	NOAA	Funds provided by Inflation Reduction Act (IRA) (P.L. 117-169)
\$2.963	NTIA	Funds provided by Infrastructure Investment and Jobs Act (P.L. 117-58)
\$1.5	NTIA	Funds provided to the Public Wireless Supply Chain Innovation Fund (PWSCIF) via the CHIPS Act of 2022 (P.L. 117-167)

*Further details available regarding program specifics from responsible operating units (bureaus).



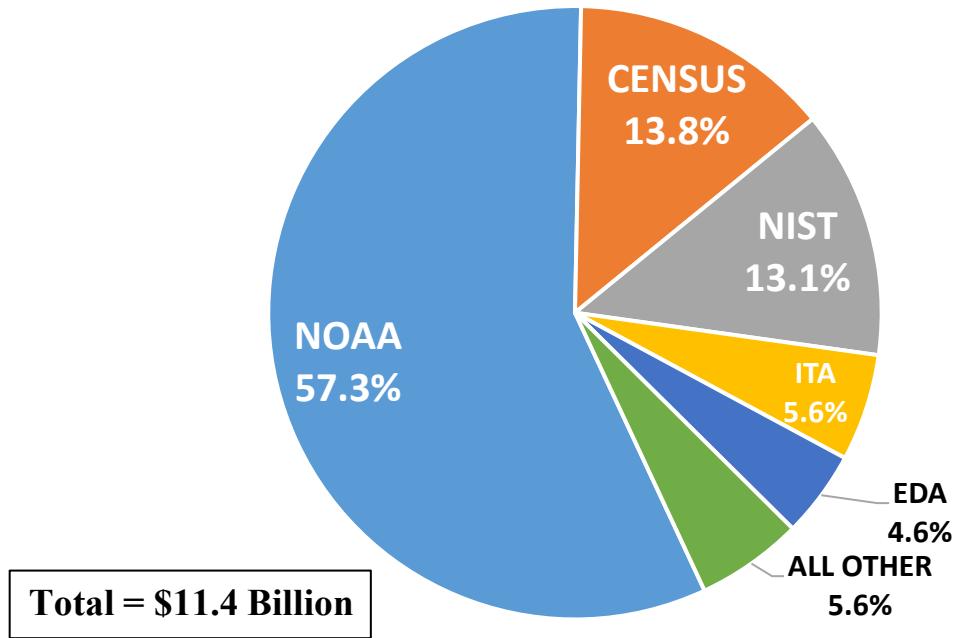
Commerce Resource Categories FY 2025 Budget Authority -- \$11.4 Billion

- **\$4.4 Billion** – Pay (excludes training, travel, rent, etc.) makes up 39% of the total budget
- **\$4.3 Billion** – Contracts make up 37% of the budget
- **\$1.2 Billion** – Daily Operations (Travel/Transportation, Rental Payments, Communications, Printing, Supplies, Equipment, Lands & Structures, Insurance Claims & Indemnities, and Investments & Dividends) account for 10% of the budget
- **\$1.5 Billion** – Grants represent 13% of the budget





**Top 5 Operating Units (Bureaus) as % of
FY 2025 President's Budget Request (Appropriations)**

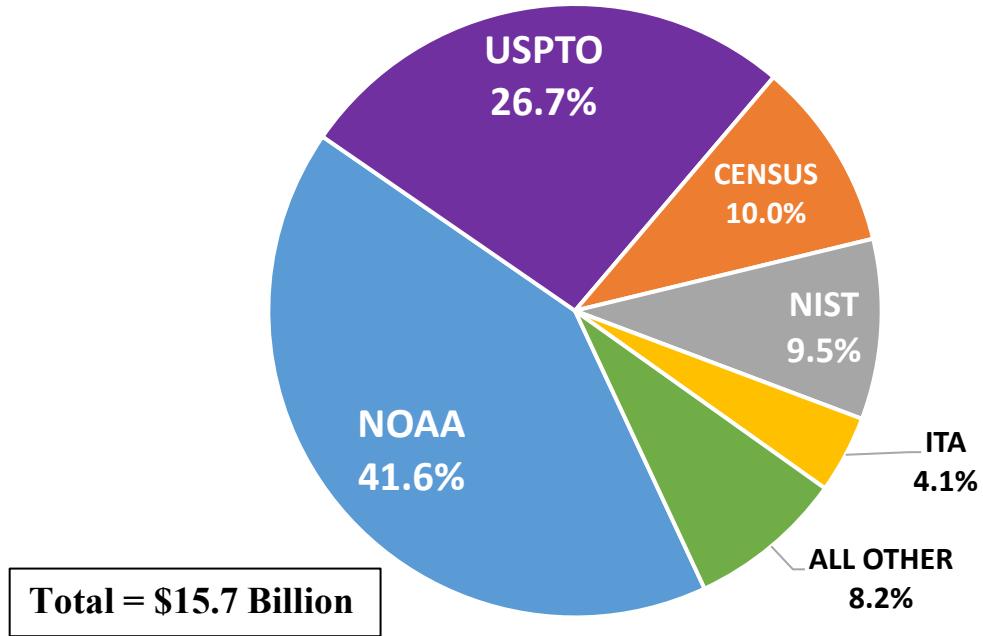


Note: USPTO and NTIS are excluded; percentages may not add due to rounding

Department of Commerce Operating Units (Bureaus) (\$ in Millions)	FY 2025 PB	%
National Oceanic and Atmospheric Administration	6,548.7	57.3%
Bureau of the Census	1,577.7	13.8%
National Institute of Standards and Technology	1,498.5	13.1%
International Trade Administration	645.5	5.6%
Economic Development Administration	522.9	4.6%
Bureau of Industry and Security	223.4	2.0%
Bureau of Economic Analysis	138.5	1.2%
Departmental Management	113.4	1.0%
Minority Business Development Agency	80.0	0.7%
National Telecommunications and Information Administration	67.0	0.6%
Office of the Inspector General	50.9	0.4%
Rescission	-30.0	
Total Budget Resources	\$11,436.5	100%



**Top 5 Operating Units (Bureaus) as % of
FY 2025 President's Budget Request (Spending Authority)**



Department of Commerce Operating Units (Bureaus) (\$ in Millions)	FY 2025 PB	%
National Oceanic and Atmospheric Administration	6,548.7	41.6%
U.S. Patent and Trademark Office	4,193.3	26.7%
Bureau of the Census	1,577.7	10.0%
National Institute of Standards and Technology	1,498.5	9.5%
International Trade Administration	645.5	4.1%
Economic Development Administration	522.9	3.3%
Bureau of Industry and Security	223.4	1.4%
Bureau of Economic Analysis	138.5	0.9%
Departmental Management	113.4	0.7%
National Technical Information Service	100.0	0.6%
Minority Business Development Agency	80.0	0.5%
National Telecommunications and Information Administration	67.0	0.4%
Office of the Inspector General	50.9	0.3%
Rescission	-30.0	
Total Budget Resources	\$15,729.8	100%



U.S. Department of Commerce Workforce and Federal Employee Viewpoint Survey

Workforce Size and Distribution

As of June 30, 2024, the Department had over 48,000 federal employees onboard, including **42,286 permanent** and **5,833 temporary** employees.

- The “Onboard Employees by Operating Unit (Bureau)” pie chart below shows that the Department’s three largest operating units account for 82% of the total permanent workforce.
- The Department’s headquarters, consisting of the Office of the Secretary (OS) and the Office of Inspector General (OIG), account for about 3% of the total permanent workforce.
- The five smaller operating units: Bureau of Industry and Security (BIS), Economic Development Administration (EDA), International Trade Administration (ITA), Minority Business Development Agency (MBDA), National Telecommunications and Information Administration (NTIA), and the Office of the Secretary (OS), together make up just 7% of the Department’s total permanent workforce.

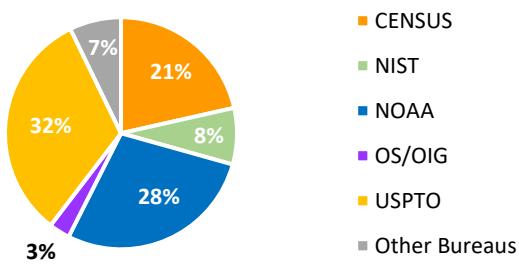
The table below shows the actual number of **permanent** federal employees onboard at as June 30, 2024, compared to the number of positions authorized in the FY24 President’s Budget, which includes filled and unfilled positions.

Workforce by Operating Unit (Bureau)		
Operating Unit	Onboard Employees FY24 Q3 Actual	Authorized Positions FY24 Pres. Budget
U.S. Patent and Trademark Office	13,711	14,459
National Oceanic and Atmospheric Administration	11,890	13,466
Census Bureau	9,083	14,146
National Institute of Standards and Technology	3,325	3,735
International Trade Administration	1,327	2,291
Office of the Secretary	1,013	1,242
Bureau of Economic Analysis	472	565
Bureau of Industry and Security	463	591
National Telecommunications and Information Administration	519	359
Office of the Inspector General	225	226
Economic Development Administration	183	243
National Technical Information Service	33	43
Minority Business Development Agency	42	76
Totals	42,286	51,442*

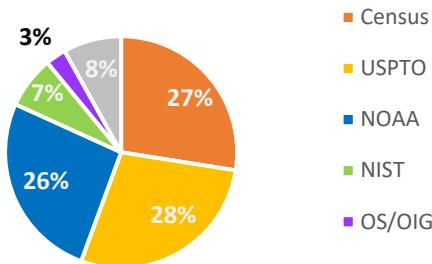
*Note: Information presented in this workforce section presents only permanent federal employees onboard, except for the “Authorized Positions” column in the “Workforce by Operating Unit (Bureau)” table above and the “Authorized Positions by Operating Unit (Bureau)” pie chart below. Authorized positions data provided by the Office of Budget.

Workforce Distribution by Operating Unit

Onboard Employees by Operating Unit (Bureau) FY24 Q3



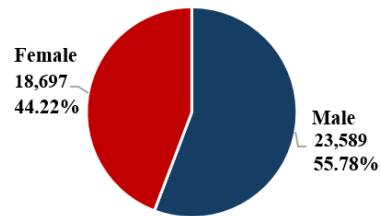
*Authorized Positions by Operating Unit (Bureau) FY24 President's Budget



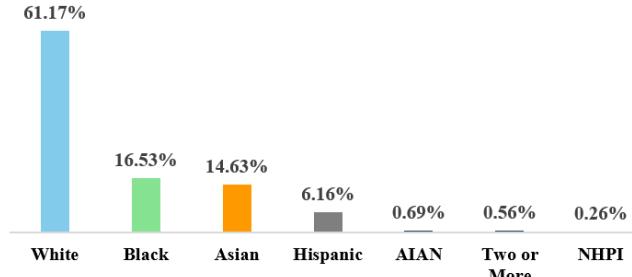
Workforce Demographics

The Office of Human Resource Management (OHRM) and Office of Civil Rights (OCR) monitor a variety of workforce demographic data. Key metrics address people with disabilities, representation of people with disabilities, pay grades, mission-critical occupations, gender, race/ethnicity, age ranges, retirement eligibility, and veteran hires. Across the Department, **41% of permanent employees are in a pay grade of GS-13 or higher**. The Department's permanent workforce includes 479 Senior Executives, 2,799 GS-15's, 8,739 GS-14s and 5,747 GS 13's. The following charts illustrate various demographic breakdowns. Data source: National Finance Center (NFC) Insight.

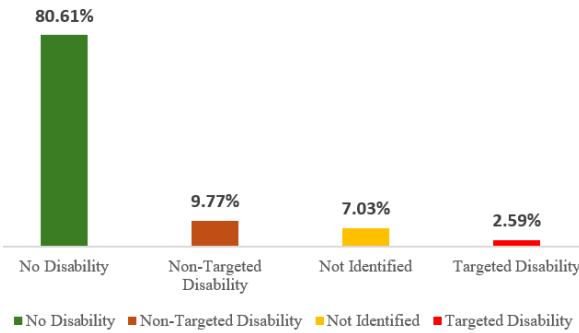
Gender (by count and % of total)



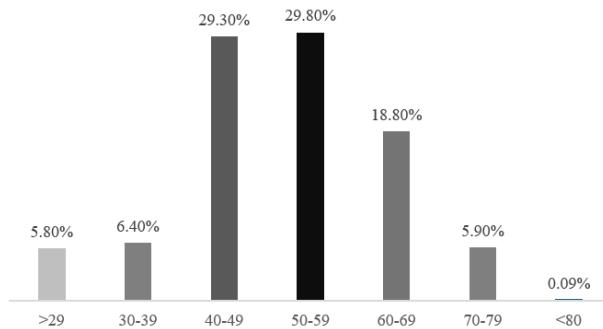
Race/Ethnicity (by % of total)



Disability (by % of total)



Age Groups (by % of total)

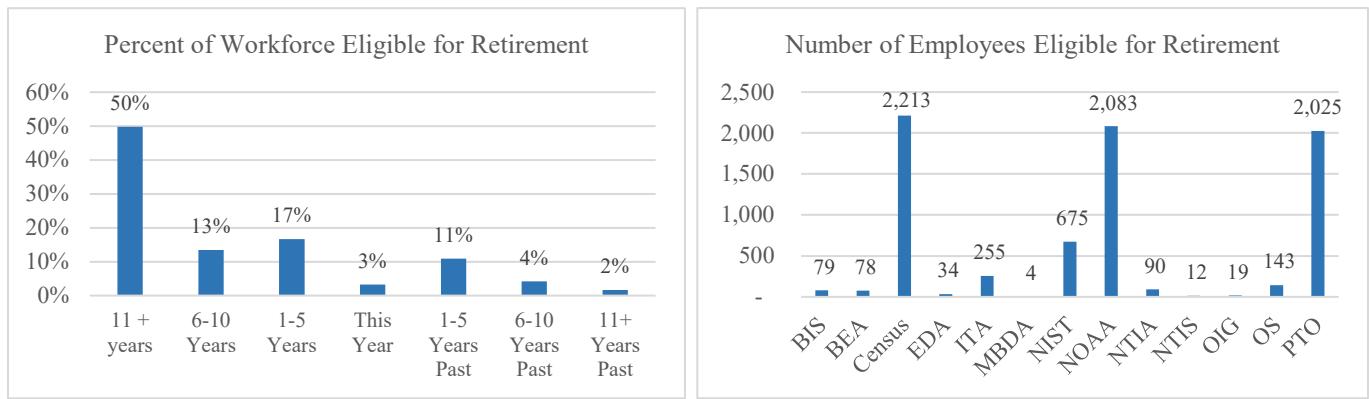




Retirement Eligibility

Approximately 19% of the entire DOC workforce is currently eligible for retirement.

Additionally, 11% will be eligible within 1-5 years. More than 24% of CENSUS and NTIS's workforce are currently eligible for retirement (CENSUS 24.3% and NTIS 36.3%).



Mission Critical Occupations

71% of all DOC positions are in a job series designated as mission critical occupation (MCO). The table below shows the Department's current 25 MCOs listed by job series number and name.

0089	Emergency Management	0905	General Attorney
0110	Economist	1101	General Business and Industry
0150	Geography	1102	Contract Specialist
0201	HR Specialist	1140	Trade Specialist
0301	Miscellaneous Administration and Program Management	1224	Patent Examiner
0343	Management Program Analyst	1301	General Physical Science
0391	Telecommunications	1340	Meteorology
0401	General Natural Resources Management and Biological Sciences	1360	Oceanography
0482	Fishery Biologist	1529	Mathematical Statistician
0511	Auditing	1530	Statistician
0854	Computer Engineering	1550	Computer Science
0855	Electronics Engineering	2210	IT Management
		N/A	SES/SL/ST



Federal Employee Viewpoint Survey (FEVS)

The FEVS is conducted annually by the Office of Personnel Management (OPM). The FEVS measures employees' perception of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. The FEVS allows employees to share their viewpoints on their work experiences, agency, and leadership. The results provide agency leaders insight into areas where improvements have been made, as well as areas where improvements are needed. The FY 2023 FEVS was administered to Commerce employees between May 15 and July 14, 2023. The survey was restricted to non-political, non-seasonal, full- or part-time, permanent employees who were onboard by November 2022. DOC's response rate for 2023 was 54%. Results were made available to the public at <https://www.commerce.gov/hr/practitioners/human-capital/fevs>.

The top 3 most positively rated areas were:

- 93% think the work they do is important;
- 92% think their work unit contributes positively to the agency's performance; and
- 92% think their work unit meets the needs of the customers.

The top 3 most negatively rated areas were:

- 27% felt management involves employees in decisions that affect their work;
- 26% are satisfied with their pay; and
- 24% felt their workloads were reasonable.

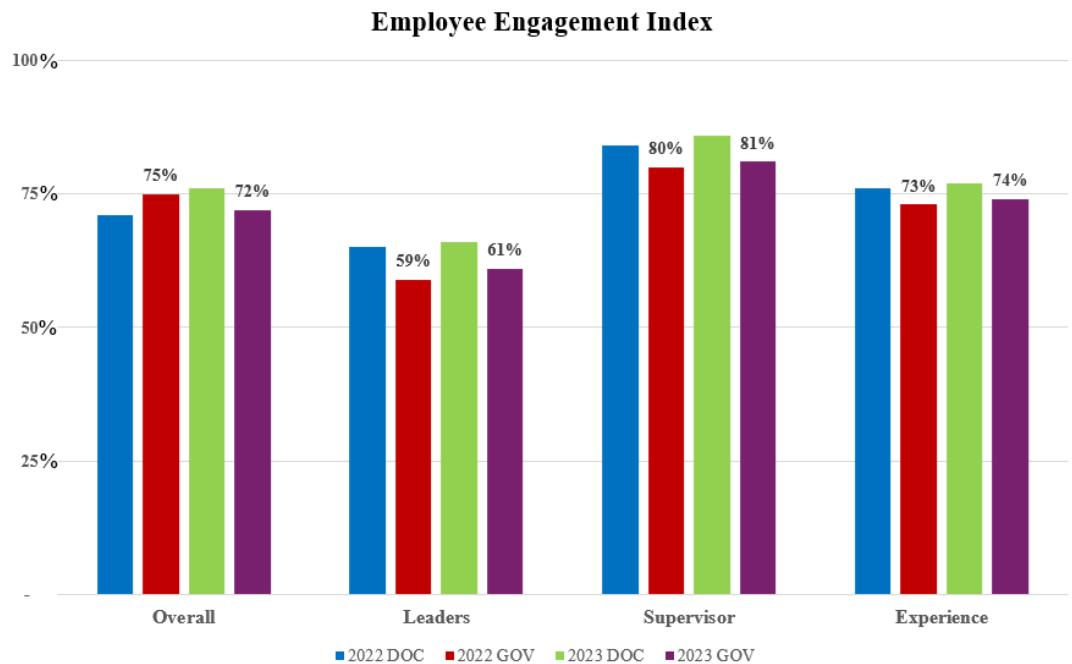
For 2023, the Partnership for Public Service ranked DOC overall the **4th best large agency** to work out of 17 large federal agencies assessed. This ranking is based on three questions having to do with how likely employees are to recommend their organization, overall job satisfaction, and overall organizational satisfaction. Based on these results, 75% of DOC employees would recommend the Department of Commerce as a good place to work, 73% are satisfied with their job, and 69% are satisfied with the Department of Commerce organization.





Employee Engagement Index (EEI) Scores

The EEI is a metric that measures the extent to which an agency's environment is conducive to employee engagement and satisfaction. In 2023, most employees reported positive perceptions regarding their experiences at the Department. These findings indicate that the Department provides the conditions that support general satisfaction, employee engagement, employee health and safety, and other FEVS areas covered. Most of the item and index scores increased from 2022, indicating a positive trend for employee perceptions. Further, the Department outscored Government-wide averages on most of the 2023 FEVS core items.



Operating Unit	2023 EEI Score	Percentage Point Change from 2022 EEI Score
BEA	74	+9
EDA	74	-8
OIG	73	+11
NTIA	71	+22
USPTO	65	+12
CENSUS	61	+14
NTIS	61	-7
BIS	58	+22
MBDA	54	-17
NOAA	53	+11
ITA	51	-16
OS	46	No change
NIST	42	+5



Talent Management Office Serviced Operating Units

The Talent Management Office (TMO) provides exemplary customer-centric mission enabling services to various internal customers across the Department. The TMO provides transactional services related to personnel action requests (PAR), payroll, and benefits processing, along with human resources records management, time and attendance support, and an HR contact center serving 10 of the 13 the Department's operating units, reflecting 22,000 out of 48,441 Department of Commerce employees or 45% of the Department's workforce. In addition, the TMO provides end-to-end recruitment and classification services to employees within the Office of the Secretary and the following operating units: Bureau of Industry and Security, Economic Development Administration, International Trade Administration, Minority Business Development Agency, and National Telecommunications and Information Administration. New in FY2025, the TMO provides a fully integrated and transparent Applicant Tracking and Lifecycle Analysis Solution (ATLAS) to its operating unit customers, so they can see exactly where their recruitment and classification actions are in real time.

Workforce Diversity and Inclusion

The Department is committed to providing equal opportunity to all applicants and employees, while fostering and supporting a diverse workforce where all employees feel included, valued, and critical to the Department's mission. The Department has a robust Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan, FY 2022-2024, and an Equal Employment Opportunity (EEO) Management Directive (MD)-715 program. The Department's Office of Civil Rights (OCR) is the executive secretariat for the DOC Equity Council, chaired by the Deputy Secretary and Deputy Under Secretary, International Trade Administration. Policies are in place to cover: EEO, Anti-Harassment, and Reasonable Accommodation. Additional programs provided by OCR include Special Emphasis Programs/Employee Resource Group management, Alternative Dispute Resolution, First Generation Professionals Initiative, Sign Language Services, and Limited English Proficiency. The Department's 2023 DEIA index score increased from 75% to 76% demonstrating sustained progress. For the 2023 FEVS, the Department increased its DEIA category score to 76%, demonstrating sustained progress at the highest level. In FY 2024, the Department updated DEIA performance plan language for almost 50,000 total employees, including approximately 1,200 supervisors. The Department also launched a Safe and Inclusive Workplace Campaign in partnership with CFO/ASA Offices focusing upon the psychological and physical safety of its employees.



Section 2

Top Issues for Leadership



Regional Economic Statistics

Executive Summary

Businesses, policymakers, and individuals require increasingly granular data to understand the economic impact of local investment. Academic researchers, business leaders, trade associations, and labor organizations rely on Census Bureau and Bureau of Economic Analysis (BEA) regional and local statistics for planning, research, and many other needs. For example, BEA's state personal income data are used to set Medicaid reimbursement rates, to disburse rural school funding to about 700 counties, and to determine Federal disaster relief funding to affected areas. The Census Bureau's [Economic Census](#) provides the official five-year measure of U.S. businesses. It provides comprehensive national, state, and local statistics and serves as the benchmark for BEA's Gross Domestic Product (GDP) and the Bureau of Labor Statistics' Producer Price Index.

Regional and local statistics are more challenging and complex to produce than national measures. The surveys and methods that feed into GDP or monthly retail trade, for example, often do not provide information on local economic activity. Because of that, both statistical agencies make long-term investments and ongoing improvements to these data to meet the evolving needs of the public and policymakers.

Background

Over many decades, but particularly recently as data users have become more sophisticated and economic development decisions have become more targeted and localized, BEA and the Census Bureau have worked to provide timely and innovative data for States, counties, metropolitan areas, and other sub-national units relevant to policy decisions.

Major Innovations

Examples of the Census Bureau's and BEA's commitment to developing more and better tools for policymakers to understand regional economic conditions are described below.

- **Synchronized regional statistics.** In 2022, BEA combined the publication of quarterly statistics for state GDP and state personal income, providing a fuller and more comprehensive picture of state economies. Alongside this change, BEA synchronized the release of regional statistics to existing production of national and industry statistics. Three months following the end of the quarter, all three products are released within one day, providing a full, comprehensive, and consistent picture of U.S. economic performance.
- **Emerging trends in real time.** Following the success of the Small Business Pulse Survey developed to measure trends during the COVID-19 pandemic, the Census Bureau developed the [Business Trends and Outlook Survey \(BTOS\)](#). This is a permanent survey



program that provides insight into the state of the economy by providing timely data for key economic measures and business expectations about future conditions. By providing detailed subsector data at the national, state, and MSA level, BTOS provides near real-time data for policy and decision-making, including after natural disasters or during economic crises. The BTOS provides insight into recovery after these events.

- **State-level prices.** A dollar does not buy the same amount in one state as it does in another. BEA’s Regional Price Parities (RPP) program quantifies these differences and allows users to compare buying power across the states and Metropolitan Statistical Areas (MSA). BEA also publishes annual measures of consumer spending by state, adjusted for the differing inflation levels, to show real consumer spending at a more granular level.
- **Puerto Rico GDP.** BEA and the Puerto Rican government have partnered to modernize the territory’s economic statistics and, in 2021, began estimating Puerto Rico GDP in accordance with international standards. Complementing that work and in addition to the existing [Puerto Rico Community Survey](#) and the [Economic Census for the Island Areas](#), the Census Bureau has recently expanded the scope of collections or programs to ensure coverage for Puerto Rico, including the [Business Formation Statistics](#), the [Quality Workforce Indicators](#), and the [Community Resilience Estimates for Puerto Rico](#). Maintaining these efforts is key to ensuring the public has the best possible statistics on the Puerto Rican economy.
- **State R&D Statistics.** BEA is developing a new satellite account that measures R&D activity in a framework consistent with the measurement of GDP. In May 2024, BEA issued experimental statistics on R&D value added, employment, and compensation for the Nation, all 50 states, and the District of Columbia. These statistics provide a more comprehensive picture of the contribution of R&D to the economy.
- **Business cycle tracking.** The Census Bureau’s [Business Dynamics Statistics](#) provide annual measures of business dynamics (such as job creation and destruction, establishment births and deaths, and firm startups and shutdowns) for the economy overall and aggregated by establishment and firm characteristics at the state and county levels. The [Business Formation Statistics \(BFS\)](#) measure business initiation activity and the cycle from initiation to realized business formation. BFS gives an early look at business formation activity at detailed regional, state, and county levels.
- **Community Resilience Estimates.** The Census Bureau’s Community Resilience Estimates (CRE) program tracks how socially vulnerable every neighborhood in the United States is to the impacts of a disaster. Through Federal agency partnerships, CRE has expanded its offerings, including the [Digital Equity Act Viewer](#), an interactive map showing broadband availability in every state and community allowing the National



Telecommunications and Information Administration (NTIA), state governments, and grantees understand coverage needs.

Opportunities

A top request from BEA's and the Census Bureau's data users is even more detail, and multiple projects are underway to meet that demand.

- **New source data.** Across the U.S. statistical system, declining response rates are driving statistical agencies to seek out alternative source data, such as administrative records and other third-party data. BEA has made major efforts to incorporate one such administrative dataset, the Quarterly Census of Earnings and Wages from the Bureau of Labor Statistics, into BEA's regional statistics, improving their quality and reliability. More efforts are needed, and BEA is looking into many options, including card transaction data third-party products that can supplement existing measures such as BEA's surveys. The Census Bureau has consistently expanded the range of its administrative records acquisitions through agreements with states and other third-party sources, including private companies. The Census Bureau has continuously renewed agreements with the states to acquire Unemployment Insurance (UI) wage records, Supplemental Nutritional Assistance Program (SNAP), Women Infants, and Children program (WIC) data, as well as other Federal and state program data. The Census Bureau also acquires third-party data and has recently piloted projects with companies to acquire unstructured data.
- **U.S. territories.** In addition to the GDP estimates produced for Puerto Rico, BEA has produced GDP estimates for the remaining U.S. territories for several years. These statistics are key for understanding the impact of U.S. government investments in the territories related to disaster recovery and economic development. A recent pause in funding has halted production of these statistics (except for Puerto Rico). The Census Bureau is now co-leading, with the Department of Interior's Office of Insular Affairs, an Interagency Committee on Statistical Policy (ICSP) working group to evaluate measurement needs and opportunities for the U.S. territories. This working group was convened by the Office of Management and Budget in response to the Government Accountability Office's recommendation cited in [U.S. Territories: Coordinated Federal Approach Needed to Better Address Data Gaps.](#)

Next Steps

BEA will release GDP and personal income by state for Q4 2024 and calendar year 2024 on March 28, 2025.



Policy Review to Assess New Export Controls

Executive Summary

The Bureau of Industry and Security (BIS) controls the export, reexport, and transfer (in-country) of commodities, software, and technology pursuant to the Export Administration Regulations (EAR) (15 CFR parts 730-774) to advance U.S. national security and foreign policy interests. BIS's authorizing statute, the Export Control Reform Act of 2018 (ECRA) (50 U.S.C. 4811(5)), notes that multilateral export controls are the most effective. This is generally because multilateral controls ensure supplier countries implement complementary controls, more effectively protecting sensitive technology and supporting US technology leadership. Accordingly, BIS has generally implemented controls pursuant to the control lists of the four multilateral export control regimes.¹

To keep pace with rapid advances in technology that present national security concerns and respond to threats to international peace and stability (e.g., Russia's illegal war against Ukraine and China's military modernization), BIS has when necessary pursued other approaches for implementing export controls, specifically:

1. The adoption of plurilateral controls with like-minded countries, and
2. The targeted application of unilateral controls, where such controls can be effective (e.g., due to U.S. technology leadership and lack of foreign availability in a given sector).

These non-multilateral approaches must be carefully considered to ensure they effectively restrict items that warrant control without diminishing U.S. technological leadership. Accordingly, BIS carefully assesses the effectiveness of such controls and may adopt approaches to export control implementation (i.e., unilateral, plurilateral, or multilateral), based on such assessments. Increased personnel, data, and information technology resources would enhance such effectiveness analysis. For example, if the effectiveness analysis demonstrates unilateral controls are not achieving their national security objective because relevant items can be obtained from other foreign sources, BIS may seek to engage additional suppliers to implement plurilateral controls. Likewise, if analysis indicates unilateral controls are impacting innovation, BIS may adjust control parameters to achieve national security objectives without threatening technology leadership.

Background

Plurilateral Controls

Coordinated controls reduce instances of evasion or backfill by suppliers from other countries, ensuring that our export controls remain effective over the long term. This is the premise that

¹ Specifically, the Australia Group, which controls certain chemicals, biological agents, and related production equipment; the Missile Technology Control Regime; the Nuclear Suppliers Group; and the Wassenaar Arrangement, which controls conventional weapons and related dual-use goods and technologies.



underpins the four multilateral export control regimes. However, BIS implements plurilateral controls where the multilateral regimes have not fully addressed national security concerns in a timely way.

The most visible example of this coordinated plurilateral approach with allies and like-minded partners has been in the Russia context. In response to Russia's unprovoked, unjustified, and illegal war against Ukraine, the United States and its allies and partners imposed unprecedented export controls to restrict Russia's access to the inputs needed to fuel its war machine.

Specifically, BIS imposed far reaching restrictions on all exports to Russia's military or defense sector, as well as a wide range of sensitive and commercial items to any entity in Russia, whether produced in the United States or made abroad with U.S. technology, software, or production equipment. To ensure such controls effectively cut Russia off from acquiring such items globally, and to ensure U.S. measures do not disproportionately disadvantage U.S. industry, BIS coordinated the implementation of such controls with 38 allies and partners (the Global Export Control Coalition (GECC)). With GECC partners in the European Commission, Japan, and the United Kingdom, BIS continues to coordinate controls on specific items and entities, set common license review policies, and harmonize counter-evasion efforts. BIS efforts in forming the GECC serve as a model for the effective implementation of coordinated plurilateral controls.

Likewise, BIS has aligned controls on emerging technologies, such as additive manufacturing and quantum computing, with a number of allies and partners. Such technologies are not controlled by the multilateral export control regimes, but harmonized controls with like-minded supplier countries can nonetheless ensure the effective control of such technologies while creating a level playing field for U.S. and allied industry. Going forward, in determining whether to pursue plurilateral controls, BIS must evaluate factors such as whether:

- key suppliers are willing to implement equivalent controls,
- controls would impact ally and partner supply chains,
- controls need to be modified to prevent disruption of technological innovation in emerging fields, such as by grandfathering technology access by current employees.

Targeted Unilateral Controls

In certain cases where the United States enjoys significant technology leadership, BIS may find it necessary to implement unilateral controls or to maintain broader national controls on certain technologies than are implemented by allies, partners, and other export control regime participants. A recent example is BIS's implementation of controls beginning in October 2022 on advanced computing items, such as graphics processing units with artificial intelligence applications, as well as semiconductor manufacturing equipment to the People's Republic of China's (PRC), PRC-headquartered companies worldwide, and to certain third-party countries to prevent evasion of these controls.

While certain allies and partners have implemented similar controls, in some cases BIS maintains broader or more restrictive controls than such countries have implemented, when national security interests require, and U.S. technology leadership enables such unilateral controls to be effective. However, such unilateral controls must be continually evaluated to ensure they remain



effective in advancing national security objectives without adversely impacting U.S. technological innovation and the U.S. defense industrial base. For this reason, BIS regularly refines unilateral controls, consistent with ECRA’s acknowledgment that such controls should be periodically evaluated to assess their efficacy and impact (50 U.S.C. 4817(c)(2)).

The approach taken to the October 2022 and 2023 advanced computing and semiconductor manufacturing controls may not be viable in other contexts. In all cases, the efficacy of unilateral controls in achieving U.S. national security and foreign policy objectives, and their impact on the competitiveness of U.S. industry and U.S. technology leadership, must be continuously evaluated.

Next Steps

Regulatory Updates

BIS continues to update Russia-related controls on a rolling basis and participates in regular meetings with GECC counterparts to coordinate enhancements to such controls. BIS will also continue to assess the implementation of coordinated plurilateral controls on certain emerging technologies. Likewise, BIS has updated advanced computing and semiconductor manufacturing equipment controls on an annual basis and will continue to adjust such controls as necessary to ensure their effectiveness.

Organizational Restructuring and Resource Needs

The Office of Technology Evaluation leads BIS’s effectiveness analysis efforts. New Emerging Technology Analysis and Foreign Technology Analysis Divisions augment the longstanding Data Analytics Division in conducting such analysis. These three divisions will support enhanced effectiveness assessments of U.S. export controls and help inform BIS’s approach to implementing new controls, to include whether and when unilateral and/or plurilateral approaches should be considered to supplement the traditional work of the multilateral export control regimes. Additional resources are contemplated to support BIS’s effectiveness analysis functions in the President’s Fiscal Year 2025 budget request.



Protecting Information and Communications Technology and Services

Executive Summary

Information and communications technology and services (ICTS) are vital to United States critical infrastructure and the digital economy, but foreign adversaries are increasingly creating and exploiting vulnerabilities in ICTS to harm U.S. national security. Malicious actors use ICTS to commit economic and industrial espionage, steal personal data, and disrupt networks. While maintaining robust opportunities for trade and investment in the U.S. ICTS ecosystem is important for the growth and prosperity of the United States, targeted risk mitigation protects our country against critical national security threats.

The Office of Information and Communications Technology and Services (OICTS) in the Bureau of Industry and Security (BIS) at the Department of Commerce (Department) safeguards the ICTS supply chain and protects U.S. national security. OICTS uses authorities to regulate ICTS transactions and mitigate undue or unacceptable risks to U.S. national security posed by the People’s Republic of China (PRC), the Russian Federation, and other foreign adversaries.

Background

Malicious actors frequently exploit software and technology systems to compromise sensitive data, sabotage critical infrastructure, and conduct espionage. Companies under the control or influence of foreign adversary governments pose particular concern, as they may be legally obligated to comply with intelligence requests, increasing the risk of misuse. When such companies are part of the supply chain, that risk is even greater. They may have special access through lawful business-to-business contracts and processes, or they may build unlawful backdoors in enterprise architecture. While some companies implement mitigation measures, these steps often focus on third-party, outside actors and fail to fully address the risks of hostile actors in the supply chain, leaving users vulnerable to significant threats. The PRC is the [most persistent threat](#), using cyber operations to try to reshape the global order and export its model of digital authoritarianism. Russia continues to destabilize democracies and disrupt critical infrastructure, while Iran and North Korea are growing in their sophistication and willingness to conduct malicious activity in cyberspace.

To combat these threats, OICTS was established within BIS on December 29, 2022, by the Consolidated Appropriations Act for Fiscal Year 2022. OICTS implements—through regulations found at 15 CFR Part 791—four bipartisan Executive Orders (E.O.) issued pursuant to International Emergency Economic Powers Act (IEEPA).

- Executive Order 13873, “[Securing the Information and Communications Technology and Services Supply Chain](#)” (May 15, 2019), declares a national emergency with respect to the threat of foreign adversaries’ ability to create and exploit vulnerabilities in ICTS and delegates broad authority to prohibit or impose mitigation measures on ICTS transactions



connected to foreign adversaries when those transactions pose undue or unacceptable risks to U.S. national security.

- Executive Order 14034, “[Protecting Americans’ Sensitive Data from Foreign Adversaries](#)” (June 9, 2021), elaborates on measures to address the national emergency declared in E.O. 13873 and directs the Secretary to evaluate connected software application transactions that may pose an unacceptable risk to U.S. national security or the security and safety of U.S. persons, and as necessary, take appropriate action in accordance with E.O. 13873.
- Executive Order 13984, “[Taking Additional Steps to Address the National Emergency with Respect to Significant Malicious Cyber-Enabled Activities](#)” (January 19, 2021), directs the Secretary to propose regulations requiring U.S. infrastructure as a service (IaaS) providers to verify the identities of their foreign customers and authorizes the Secretary to use special measures to deter foreign malicious cyber actors’ use of U.S. IaaS products.
- Executive Order 14110, “[Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence](#)” (October 30, 2023), further directs the Secretary to propose regulations requiring U.S. IaaS providers to require their foreign resellers to verify the identities of foreign customers and report whenever a foreign person transacts with a U.S. IaaS provider to train a large AI model of concern.

BIS follows a multistep process to review ICTS transactions that are connected to persons owned by, controlled by, or subject to the jurisdiction or direction of foreign adversaries and that pose an undue or unacceptable risk to the United States. In this process, OICTS conducts a risk-based assessment, serves an initial determination to implicated parties of a transaction, and then determines whether to prohibit, allow, or permit subject to mitigation measures specific ICTS transactions by a party.

On June 20, 2024, BIS [announced](#) its first prohibition on Kaspersky Labs, Inc. (Kaspersky), its affiliates, subsidiaries, and parent companies from providing anti-virus software and cybersecurity products or services in the United States. Kaspersky's products and services were determined to pose an unacceptable risk to U.S. national security and the security and safety of U.S. persons, and an undue risk of subversion of, or sabotage to, the integrity and operation of ICTS in the United States.

BIS is also able to regulate classes of ICTS transactions that are connected to the PRC, Russia, and other foreign adversaries by developing rules for U.S. industry to mitigate risk in certain ICTS sectors or products. In 2024, OICTS began its first class-based rulemaking to mitigate the national security risk related to the incorporation of progressively complex hardware and software systems that enable functionality and connectivity within connected vehicles (CVs). Specifically, these features increase the attack surfaces through which malign actors may exploit vulnerabilities to gain access to a vehicle or exfiltrate American citizens’ data. In September 2024, OICTS published a [notice of proposed rulemaking](#) (NPRM) that would prohibit ICTS transactions involving certain systems within a vehicle that facilitate connectivity and have the capability to transmit data from the vehicle, and that enable autonomous driving features. BIS pursued a concerted evidence-based policy effort to understand the CV landscape by seeking



public input through an advanced notice of proposed rulemaking (ANPRM) in March 2024 and meeting with Original Equipment Manufacturers (OEMs) throughout the year.

The Department also seeks to mitigate the risk of malicious cyber actors exploiting U.S.-based cloud infrastructure to carry out criminal activity and espionage. On September 24, 2021, the Department published an ANPRM that sought public comments on implementation of E.O. 13984. On January 29, 2024, OICTS published an [NPRM](#) to implement both E.O. 13984 and E.O. 14110. Through this proposed rule, OICTS seeks to address the risk of foreign malicious actors using U.S. cloud infrastructure for malicious cyber-enabled activities, to include training large AI models that could be used in malicious activity. The Department continues to consider the best approach to address the abuse of U.S. cloud infrastructure by malicious actors.

Next Steps

To protect the national security of the United States by reducing the threat posed by ICTS owned, controlled, or influenced by foreign adversaries, OICTS's upcoming activities include entity-specific investigations and class-based rulemaking:

- *Securing the Information and Communications Technology and Services Supply Chain: Connected Vehicles:* BIS will issue a final rule to regulate certain vehicle connectivity systems designed, developed, manufactured, or supplied by entities under the ownership or control of or subject to the jurisdiction or direction of the PRC and Russia based on its September 2024 [NPRM](#). BIS received public comments and is drafting a final rule.
- *Taking Additional Steps to Address the National Emergency with Respect to Significant Malicious Cyber-Enabled Activities:* OICTS is assessing public comments from its January 2024 NPRM to implement E.O.s 13984 and 14110.
- *Securing the Information and Communications Technology and Services Supply Chain: Unmanned Aircraft Systems:* OICTS is drafting an ANPRM to seek public comment on questions related to transactions involving ICTS integral to Unmanned Aircraft Systems that are designed, developed, manufactured, or supplied by persons owned or controlled by, or subject to the jurisdiction or direction of, foreign adversaries. This ANPRM will assist BIS in determining the technologies and market participants most appropriate for regulation pursuant to E.O. 13873.
- *Securing the Information and Communications Technology and Services Supply Chain: Data Center Products and Services:* BIS is assessing whether to propose controls to address risks to national security and U.S. persons posed by transactions involving classes of data center services. The anticipated rulemaking will seek to address undue and unacceptable risks posed by data center products and services in the United States designed, developed, manufactured, or supplied by entities under the ownership or control of or subject to the jurisdiction or direction of a foreign adversary.



Role of and Enhancements to Enforcement of Export Controls

Executive Summary

The Bureau of Industry and Security's Export Enforcement (EE) protects U.S. national security and foreign policy interests through the prevention and investigation of illegal exports of U.S. items or support by U.S. persons to restricted activities (e.g., weapons of mass destruction). Robust enforcement is critical to ensure that companies investing in export compliance programs are not placed at a competitive disadvantage compared to those that do not. It also serves as a deterrent to future violators through the imposition of aggressive penalties and/or export restrictions.

To ensure that EE's limited resources are prioritized on the most significant threats to U.S. national security and foreign policy – namely nation-state actors like China, Iran, and Russia that seek to acquire advanced technologies to support destabilizing military modernization programs and enable human rights abuses – it is critical that EE further strengthen its ties with industry as well as interagency and international partners to identify, investigate, and penalize parties involved in the illicit export of such technologies through aggressive enforcement.

Background

EE's Special Agents and analysts are focused on a singular mission: to keep our country's most sensitive technologies out of the world's most dangerous hands. To achieve this objective, EE has powerful tools at its disposal, including the ability to: (1) inspect dual-use items anywhere in the United States; (2) detain and even redeliver unauthorized shipments; (3) conduct end-use checks overseas; (4) issue administrative subpoenas; (5) arrest suspects; (6) work with our colleagues at the Department of Justice (DOJ) to bring criminal charges; (7) impose stand-alone administrative penalties, including fines and denial of export privileges; (8) inform the process of denying export license applications based on derogatory information derived from intelligence, enforcement, and other sources; and (9) identify foreign parties for addition to the Entity List (EL) and Unverified List (UVL). No other federal agency and no other country has so expansive a toolkit to enforce export control rules.

Current geopolitical challenges, the increasingly rapid development of technology with the potential to provide asymmetric military advantage, and the countless ways in which the world is now interconnected have raised the prominence and impact of export controls in unprecedented ways. Advanced technologies, such as high-end semiconductors, artificial intelligence (AI), quantum computing, and hypersonics, have the capacity to supercharge our adversaries' military modernization programs to such a degree that it could potentially shift the balance of power in the world. Russia, for example, is prosecuting its war against the Ukrainian people through the use of unmanned aerial vehicles (UAVs) and missiles dependent on U.S. semiconductor technology. Iran similarly seeks U.S. technology for its own military programs. And China is engaged in a relentless pursuit of AI and indigenous semiconductor manufacturing to support its destabilizing military modernization program and enable human rights abuses against minorities.



To address these challenges, EE has partnered with industry to: (1) provide increased guidance on how to harden supply chains and prevent diversion, including by identifying parties that raise red flags; (2) incentivize the submission of voluntary self-disclosures to enable EE to focus its limited resources on the most significant violations, while providing mitigation or conversely aggravating penalties on those that choose not to disclose and are discovered; and (3) encourage companies to inform EE about non-compliant competitors to create a level playing field as well as provide future mitigation should a tip lead to a BIS enforcement action. A key effort also involves the continued identification of parties on the EL and UVL, to assist companies in screening transactions for diversionary threats.

EE has also partnered with DOJ to establish the Disruptive Technology Strike Force, which brings together criminal investigators and analysts from BIS, the Federal Bureau of Investigation (FBI), Homeland Security Investigations, and the Defense Criminal Intelligence Service to target bad actors, strengthen supply chains, and protect critical technologies from being illicitly acquired or used by nation-state adversaries. Specifically, the Strike Force analytical cell has identified illicit transactions involving advanced technologies that investigators and prosecutors prioritize for enforcement outcomes, including the imposition of criminal and/or administrative penalties. Since the founding of the DTSF in February 2023, there have been 24 publicly charged criminal cases involving alleged sanctions and export control violations, smuggling conspiracies, and other offenses related to the unlawful transfer of sensitive information, goods, and military-grade technology to Russia, China, or Iran.

EE will continue to enhance its use of administrative penalties, including building on its more aggressive imposition of penalties and record-breaking use of temporary denial orders to serve as a deterrent for would-be violators. In 2023, EE imposed the largest stand-alone civil penalty in its history – a \$300 million penalty against Seagate Technology for violating the Huawei foreign-direct product rule. In 2024, in a Strike Force administrative case, we imposed the largest civil penalty associated with a voluntary self-disclosure – a \$5.8 million penalty against TE Connectivity for shipments of low-level items to parties tied to China’s hypersonics, UAV, and military electronics programs.

EE also has enhanced its international relationships to share information and establish joint enforcement operations. EE, in conjunction with DOJ, launched the Disruptive Technology Protection Network with Japan and the Republic of South Korea to collaborate on efforts to keep potentially disruptive technologies out of the hands of bad actors. BIS also continues to work with the Governments of Australia, Canada, New Zealand, and the United Kingdom under the auspices of the Export Enforcement Five, and with the Group of Seven (G7) countries under an Enforcement Coordination Mechanism to bolster the enforcement of multilateral sanctions and export controls aimed at denying Russia the inputs it needs to equip its military and the revenue necessary to fund its illegal war.



Next Steps

EE is working, including through the Strike Force, to reach criminal and/or administrative settlements of large corporate cases to continue our prioritized focus on advanced technologies sought by nation-state adversaries and create a deterrent effect. This will require continued close collaboration with local U.S. Attorney's Offices and DOJ's National Security Division to bring these cases to timely conclusion, including through the imposition of complementary administrative penalties to send a deterrent to would-be violators, especially involving advanced technologies illegally acquired by China, Russia, and Iran. At the same time, EE is working to issue additional guidance and other information (e.g., red flag letters) to industry to help harden company supply chains and encourage implementation of effective export compliance programs. EE also is continuing to work with international partners to enhance information sharing and enforcement cooperation, including future agreements to exchange export and licensing information with G7 countries and other partners to increase their capacity to take criminal and/or administrative enforcement action.



Preparation for the 2030 Census

Executive Summary

In the wake of a census conducted amid a global pandemic, the U.S. Census Bureau is leaving no stone unturned to ensure the next once-a-decade population count goes as smoothly as possible. Planning for the [2030 Census](#) is already well underway. The Census Bureau builds on lessons learned from previous censuses and seeks and incorporates input from the public, oversight entities, and expert, advisory, and advocacy groups. The first draft of the 2030 Census Operational Plan, the high-level design for conducting the census, will be released in early 2025. The plan seeks to increase census participation and help the Census Bureau achieve its goal of counting everyone once, only once, and in the right place. Small-scale tests throughout the decade, as well as two major tests in 2026 and 2028, will determine how to integrate new and enhanced features into the 2030 Census to improve accuracy; increase the response; and ensure smooth sailing from start to finish. The Census Bureau will work closely with stakeholders, including Congress and the next Administration, to shape the 2030 Census and secure the support needed to successfully carry it out.

Background

The U.S. Constitution mandates an enumeration of the population every 10 years, and vests Congress with the authority to conduct it “in such Manner as they shall by Law direct.” (U.S. Const. art. I, § 2, cl. 3). Congress delegated that authority to the Secretary of Commerce who must provide the “tabulation of the total population by states...within 9 months after the census date” (13 U.S.C. § 141(b)) to the President of the United States. The state population counts guide apportionment, or the distribution of 435 memberships, or seats, in the U.S. House of Representatives among the 50 states. The Census Bureau also sends results to governors and public officials responsible for legislative redistricting within one year after Census Day (April 1, 2030). Decennial Census data are also used to determine how trillions of dollars in federal funds are distributed among the states and communities each year for new and upgraded public services like schools, roads, and hospitals.

2020 Census

Despite extensive preparations and a smooth start to the 2020 Census, in March 2020 it became clear that COVID-19 would require the Census Bureau to change its plans. Field operations were temporarily suspended, and a new schedule was developed. The Census Bureau ended data collection on October 15, 2020, and accounted for 99.9% of all addresses in the nation. To address any quality related concerns due to these changes, the Census Bureau set up a Data Quality Executive Governance Group to provide guidance and vet statements about the quality of the 2020 Census data. The Census Bureau is transparent about the steps taken to ensure [data quality](#).

In 2020, the Census Bureau incorporated innovative changes meant to make responding to the census easier, more efficient and more cost effective. Among them: offering people the option of responding online and by phone in addition to via the U.S. mail; leveraging satellite imagery to



conduct the majority of address canvassing in the office instead of in the field; optimizing field enumeration operations through automation by arming census takers with mobile devices and directly sending them work daily; and utilizing high-quality administrative data to enumerate some of the households that failed to self-respond. These changes enabled us to conduct a complete, high-quality count *during* the height of the COVID-19 pandemic and demonstrated that the Census Bureau must be able to adapt to rapidly changing, challenging environments.

The Census Bureau’s plan for carrying out the 2030 Census builds on lessons learned from the 2020 Census and feedback from government agencies, oversight entities, experts, and stakeholders (like community partners and data centers). Recommendations were received from Census Bureau advisory committees and staff; congressional oversight; and public feedback to Federal Register Notices, such as “[Soliciting Public Input on 2030 Census Preliminary Research](#).” Examples include an assessment from the [National Academies](#) encouraging research, development, and partnership activities, lessons learned from the [Government Accountability Office](#) which include planning to protect key research and testing from budget disruptions, and the Census Bureau’s [Evaluations and Experiments](#) operation, designed to document and evaluate 2020 Census programs and operations and test new methods suggested from previous research.

2030 Census design

The 2030 Census requires a flexible design that leverages new technologies and data sources, while minimizing risk to ensure a high-quality, accurate population count. This design needs to address multiple factors, including a constrained fiscal environment, swiftly changing technology, mounting public distrust in government, the information explosion, declining response rates, an increasingly diverse and mobile population, and informal and complex living arrangements.

2030 Census phases

The four phases to the 2030 Census are:

2019-2021	Early Planning	2025-2029	Development and Integration
2021-2024	Design Selection	2029-2033	Peak Production & Close-Out

This year will bring to a close the Design Selection phase, which involves research, testing, planning and design work to craft the most effective 2030 Census operational design. The [2030 Census Strategic Documents](#), which outline how the Census Bureau plans to carry-out the 2030 Census, were released earlier this year. The Census Bureau is set to complete the initial Operational Plan in December and release it early next year.

The Development and Integration phase comes next as the Census Bureau continues research and small-scale testing, conducts two major field tests, and finalizes operational planning for the 2030 Census.

The Census Bureau has already evaluated the results of over 50 research projects (across five Enhancement Areas), over half of which involve addressing our ability to effectively enumerate historically undercounted populations. This research helps the Census Bureau achieve its goal of



counting everyone, once, only once, and in the right place. Concluding most of these efforts early in the decade gives the Census Bureau time to integrate the most promising suggestions into early versions of the operational design.

The [2030 Census Testing Strategy](#) involves small-scale testing and two major field tests. Ongoing small-scale tests throughout the decade examine proposed enhancements for the 2030 Census design. The [2026 Census Test](#) implements planned changes under real conditions across six test sites that, together, will enable us to implement and evaluate our planned improvements to how we enumerate hard-to-count and historically undercounted populations. The 2028 Census Dress Rehearsal will be a dry run of operations. It is the final opportunity to fine tune processes and systems to ensure readiness for the 2030 Census.

Decennial Census Cost profile

The 2020 Census cost \$13.6 billion across its 13-year lifecycle (2012-2024) and would have cost \$12.5 billion had \$1.1 billion in pandemic-related contingency costs not been required. About 80 percent of the 2020 Census costs were incurred over the four-year peak. The total cost is equivalent (in 2020 dollars) to \$97 per housing unit including the pandemic costs and \$89 per housing unit without. This compares to the 2010 Census cost of \$93 per housing unit (in 2020 dollars). The first official 2030 Census lifecycle cost estimate is expected in spring 2025.

Next Steps

In early 2025, the Census Bureau will release the 2030 Census Operational Plan Baseline 1. This plan documents the high-level design for conducting the 2030 Census. Preparing for the decennial census is an iterative process, and Baseline 1 will represent our current plans. It is also the basis for what we will test in our first major field test, the 2026 Census Test. As we learn more and leverage findings and insights from our tests, we'll update the operational plan and release future baselines, with each one providing a more mature view of the 2030 Census design.

The Census Bureau also will be finalizing the 2026 Census Test design, including specific details about how operations will be implemented. In the summer of 2025, outreach begins raising awareness in the test sites about the importance of participating. In the fall of 2025, recruiting begins for temporary census jobs in the test sites.



Statistical Modernization: Better Data to Drive Economic Recovery and Growth

Executive Summary

The Department's statistical agencies—the Bureau of Economic Analysis (BEA) and the Census Bureau—are widely known as the world's most trusted sources of U.S. economic and demographic information. Their data inform critical policy and investment decisions from the Federal Reserve to individual households. However, the customer needs and the processes to collect, process, and deliver high quality statistics have dramatically changed over the past few decades. Public and private decision makers demand high-quality information that is more immediate and granular, and they are increasingly turning to other non-government sources.

BEA and the Census Bureau have made significant investments over the last decade to innovate and modernize the collection, production, or delivery of statistical data, including the development of entirely new statistical products. Both agencies lead multiple initiatives at the forefront of statistical measurement and respond to evolving data needs.

Background

Collection

Traditional surveys cannot provide the breadth and depth of data needed by sophisticated and novice customers. Falling response rates exacerbate a survey's shortcomings. The Census Bureau and BEA are experimenting with new ways to collect data to respond to the changing environment.

- **Annual Integrated Economic Survey.** The Census Bureau's [Annual Integrated Economic Survey](#) (AIES) is a re-engineered survey that integrates and replaces seven existing annual business surveys into a streamlined single survey. It is designed to be easier for businesses to complete, result in better and more timely data, and allow the Census Bureau to reduce costs and operate more efficiently.
- **Pulse Surveys.** The Census Bureau's [Household Pulse Survey](#) and the [Business Trends and Outlook Survey \(BTOS\)](#) are high-frequency, weekly panel surveys designed to deploy quickly and efficiently to collect data in order to measure how emergent issues are impacting U.S. households and businesses, respectively. Both have evolved from surveys the Census Bureau first created to measure trends during the COVID-19 pandemic.
- **Current Population Survey.** The primary source of information on the U.S. labor force, including the official unemployment rate, is in jeopardy. Static funding, falling response rates, and outdated data collection methods have led to a crisis for this survey, which is managed by the Bureau of Labor Statistics and collected by the Census Bureau. After years of cuts to field data collection activities, the agencies recently announced a cut to the sample size for the FY2025 that will result in less data for smaller geographic areas, including less populated states. The Census Bureau and the Department are working with OMB, the Department of Labor, and the Bureau of Labor Statistics to find a short-term



solution, while the Census Bureau is funding initiatives to modernize data collection, including finding alternative data sources.

Production

New data production approaches complement the new collection techniques. The Census Bureau and BEA are harnessing and linking data to produce new statistics in new formats.

- **Concurrent Release of GDP Statistics.** Recently, BEA capped a multiyear project to unify the production and dissemination of statistics on [gross domestic product](#) (GDP) across national, industry, and regional dimensions. Three months following the end of the quarter, all three products are released within one day, providing a full, comprehensive, and consistent picture of U.S. economic performance.
- **Educational outcomes.** The Census Bureau's expanding [Post-Secondary Employment Outcomes \(PSEO\)](#) research program provides earnings and employment outcomes for college and university graduates by degree level, degree major, and post-secondary institution. Through agreements with colleges, universities, and education systems in more than 25 states, the program generates statistics by matching university transcript data with a national database of jobs, using state-of-the-art confidentiality protection mechanisms to protect individual confidentiality and privacy. Through an agreement with the Department of the Army, the [Veterans Employment Outcomes](#) program produces similar data broken down by military occupation series.
- **Census Bureau Center of Excellence.** The Census Bureau's [Center of Excellence](#) provides data services and expertise to the Department's and other agencies' initiatives for program monitoring, impact assessment, and evaluation. Activities include assisting agencies in building measurable metrics into their program design, identifying potential gaps in data to better monitor programs, and providing statistical evidence to support agencies as they conduct evaluations of their programs.
- **Data Ingest and Collection for the Enterprise.** The Census Bureau is integrating its censuses and surveys into an enterprise suite of systems for collecting data and ingesting commercial and administrative records (Data Ingest and Collection for the Enterprise (DICE)) and over the past couple of years leveraged the budget investments to onboard several of its household surveys and the AIES.
- **Automated survey processing.** BEA has introduced a robust robo-editing system to process business survey responses and ensure that resources are directed to high-impact respondents.



Delivery

- **Disclosure avoidance.** Disclosure avoidance methods ensure confidentiality—that is, to prevent someone from being able to identify individual household or business data. These methods require constant review, research, and improvement. The 2020 Census used a privacy protection system known in scientific circles as differential privacy, designed specifically for the digital age. Both BEA and the Census Bureau are continuing research in this area, as well as other alternatives such as noise infusion and synthetic data to ensure the protection of confidentiality.
- **Optimizing Data for Artificial Intelligence.** GenerativeAI's meteoric rise means that many people are turning to tools like ChatGPT for answers to questions like “How many people live in the state of Alabama?” Currently GenAI tools source answers to user questions from websites and other public data resources that generative AI systems can easily interpret. Commerce's public data is currently difficult to retrieve and reference by Generative AI tools, and thus is not prioritized within user responses. The Department's Chief Data Officer, the Census Bureau, BEA, and other DOC Bureaus are working to create standards to publish AI-Ready public data – meaning data enriched with contextual metadata and organized in interpretable standard formats – for generative AI tools. The Department is also leading an initiative to publish its public data in AI-ready formats so that generative AI systems can better retrieve and interpret Commerce datasets, providing accurate results to users of generative AI applications.

Next Steps

- The Department will issue guidelines and best practices for publishing “AI-Ready” public data. (January 2025)
- Census Bureau's first AIES data release. (summer 2025)
- Filed testing of CPS modernization initiatives Q2 FY2025.
- Census Bureau Center of Excellence partnership with multiple Commerce bureaus to develop a holistic approach to building evidence around impacts and outcomes of workforce development activities and business assistance investments. (March 2025)
- Census Bureau Center of Excellence partnership with the Department of Labor to study the long-term employment and earnings trajectories of individuals hired under the Work Opportunity Tax Credit to better understand how hiring incentives for businesses impact individuals. (March 2025)



Tools for Revitalizing Distressed Communities

Executive Summary

The Federal Government plays an important role in helping to revitalize distressed communities, and as the only federal agency focused exclusively on economic development, the Economic Development Administration (EDA) is key to its success. EDA provides a range of programs and resources to help revitalize economically distressed communities by equipping them with the tools to create and retain jobs and increasing private investment in their region. EDA's programs support local and regional economic development efforts to establish a foundation for vibrant economies throughout the United States. Through these resources and tools, EDA supports bottom-up strategies that build on regional assets to spur economic revitalization, growth and resiliency.

Background

As the only federal agency focused exclusively on economic development, EDA is in a unique position to lead the federal government's efforts to revitalize local and regional economies across the nation. EDA's approach in doing so is driven by the flexibility of its programs and its focus on bottom up, locally-driven economic development. This paper highlights EDA programmatic and informational tools that can facilitate the revitalization of distressed communities.

According to the National Association of Counties (NACO), “[a]t a time when the nation must make the public sector investments necessary to compete in the global economy, the flexibility, partnership structure and accountability of EDA's programs should be at the forefront of the federal toolbox. The agency's portfolio of economic development infrastructure, business development financing, regional innovation strategies and public-private partnerships are tailored to support the unique needs of each region.”¹ Furthermore, as put by the Urban Institute, EDA's “grants are predicated on strong regional partnerships and local participation in planning that is tailored to a region's economic context.”²

Planning

The first step in successfully revitalizing distressed communities is to build a solid economic development plan. Effective planning creates a road map that practitioners and policymakers can use to identify and take the actionable steps necessary to realize their desired economic vision. This is central to the bottom-up strategy of working with local communities to help them meet goals set and achieved locally with support from EDA. As part of this program, EDA supports Partnership Planning investments in Economic Development Districts to facilitate the development of Comprehensive Economic Development Strategies (CEDS), which are designed to help regions leverage their unique assets to create and retain high-quality jobs, particularly in the country's most economically distressed regions. The Planning program can also support

¹ National Association of Counties, “U.S. Economic Development Administration (EDA): Support Essential Seed Capital/Gap Financing for Local Job Creation,” 2024.

² [History and Programmatic Overview of the Economic Development Administration](#), 2021.



Short-Term and State Planning efforts in order to stimulate economic revitalization. For example, EDA might provide Short-Term Planning funding to a coalition of Tribal and regional organizations to plan a coordinated response to the sudden loss of a major employer in the area. EDA's Planning program received \$34.5 million in FY24 and makes grants on a rolling basis.

Public Works

EDA's Public Works program helps distressed communities revitalize, expand, and upgrade their physical infrastructure. This program enables communities to attract new industry, encourage business expansion, diversify local economies, generate local investment, and create or retain jobs through land acquisition, development, and infrastructure improvement projects that establish or expand industrial or commercial enterprises. These investments help revitalize distressed communities by developing core foundational infrastructure (adequate water, sewer, and broadband) necessary to compete, in addition to other public infrastructure such as skills-training facilities, multi-tenant manufacturing facilities, and industrial parks. Public Works received \$100 million in FY24 and makes grants on a rolling basis throughout the year.

Economic Adjustment Assistance (EAA)

This program provides a range of technical, planning, and infrastructure assistance in regions experiencing adverse economic changes occurring suddenly or over time. These impacts may result from a steep decline in manufacturing employment following a plant closure, changing trade patterns, a catastrophic natural disaster, or a military base closure. The EAA program can assist communities in responding to a wide range of economic challenges through: (1) Strategy Grants to support the development, updating or refinement of a CEDS and (2) Implementation Grants to support the execution of activities identified in a CEDS (or an equivalent plan), such as infrastructure improvements. Under EAA, EDA can also capitalize or recapitalize Revolving Loan Funds (RLFs) to help provide small businesses with the capital they need to grow and help revitalize a region. The EAA program received \$33 million in FY24 and makes grants on a rolling basis throughout the year. Under this authority, EDA also receives supplemental disaster appropriations from time to time.

Distressed Area Recompete Pilot Program (Recompte)

This program aims to create renewed economic opportunity in communities that have for too long been forgotten. The program targets areas where prime-age (25-54 years) employment significantly trails the national average, with the goal to close this gap through large, flexible investments. In August 2024, EDA announced awards for six communities totaling \$184 million to support implementing innovative strategies to create good-paying jobs and economic growth in some of the most economically distressed places in the country. Awardees will each receive between \$20 and \$40 million to fund 5-8 projects tailored to their unique community needs. This follows EDA's December 2023 funding of 24 Strategy Development Grants, each of which were approximately \$500,000, to enable communities to significantly increase local coordination and planning activities.



Good Jobs Challenge (GJC)

This program is designed to serve distressed communities by supporting regional workforce training systems to establish sectoral partnerships that train and place workers in good jobs. Good jobs are those that align with the Departments of Labor and Commerce Good Jobs Principles. GJC highlights workforce development as key to accelerating local economic growth and rebuilding regional economies, so they are more resilient to future challenges, while providing good job opportunities for American workers to achieve economic mobility and security. Initially funded by the American Rescue Plan, GJC supports 32 grantees as they design and implement workforce training that aims to place 50,000 Americans into good jobs across 31 states and one (1) U.S. territory, Puerto Rico. EDA is also reviewing applications to a \$25 million notice of funding opportunity (NOFO) which will be executed under the EAA authority and includes distressed communities. This winter, EDA anticipates making approximately 5 to 8 awards between \$1 million and \$8 million each under the \$25 million NOFO.

Economic Recovery Corps

The [Economic Recovery Corps](#) (ERC) launched in 2023 through a \$30 million EDA investment in the International Economic Development Council (IEDC). ERC aims to address long-standing economic disparities that surfaced during the COVID-19 pandemic, build capacity in hard-hit communities, and cultivate the next generation of economic development leaders. Over this 30-month fellowship, 65 Recovery Corps Fellows are working alongside host organizations in under-resourced communities, building a nationwide corps of diverse, cross-sector talent.

Data and Informational Tools

Economic development practitioners and policymakers in distressed communities need information and data tools for effective planning and implementation. EDA funds tools tailored to their needs. These include the [EDA-Census Poverty Status Viewer](#) and several tools developed by the [National Economic Research and Resilience Center \(NERRC\)](#), an interdisciplinary economic research center at Argonne National Laboratory that provides economic data, research, and analysis to support economic revitalization and resilience efforts.

Next Steps

- Announce awardees for FY24 Good Jobs Challenge NOFO.
- Continue to review applications and make awards under the FY25 update to the [FY23 PW/EAA NOFO](#), which now includes dedicated funding for indigenous communities.
- Continue to review applications and make awards under the FY21-23 EDA Planning and Local Technical Assistance Program, as well as the FY23 Disaster Supplemental.



EDA Post-Disaster Economic Recovery

Executive Summary

The Economic Development Administration (EDA) leads the federal government in post-disaster economic recovery and economic resilience assistance. EDA exercises this leadership primarily through:

1. **Grantmaking:** EDA provides communities and regions with critical assistance they need to recover from the negative economic impacts caused by disaster incidents. EDA disaster recovery grants are awarded to support a variety of activities necessary for resilient, equitable, and sustainable economic growth. EDA awards grants with annual program appropriations and disaster supplemental appropriations. EDA disaster-related grants are typically awarded with Economic Adjustment Assistance (EAA) program funds; some of these types of projects are also eligible for Public Works (PW) funds. EDA is currently accepting applications for FY23 Disaster Supplemental funds for disasters that were declared major in calendar years 2021 and 2022.¹ EDA's regional offices award disaster-related grants to support bottom-up economic recovery.
2. **Economic Recovery Support Function (ERSF):** EDA is the coordinating (lead) federal agency for the ERSF, which Federal Emergency Management Agency (FEMA) activates in the aftermath of major disaster incidents and subsequent Stafford Act declarations.²

Background

EDA has a long history of helping State, Local, Tribal, and Territorial (SLTT) governments recover from economic disruptions caused by major disaster incidents (e.g., hurricanes, wildfires, tornadoes). Since the early 1990s, EDA has received a total of \$3.2 billion in disaster supplemental appropriations to support long-term economic recovery and economic resilience activities. Of this amount, \$1.7 billion (or 53%) was approved between FY18 and FY23 across three separate appropriations (FY18, FY19, and FY23). These recent increases in supplemental appropriations reflect the increasing number and severity of disaster incidents occurring in the U.S. each year, and the increased need SLTTs have for federal recovery assistance. As of October 1, 2024, EDA processed 140 awards from its FY23 Disaster Supplemental totaling \$328.4 million in federal investment. Of these, 87 awards support construction projects and 53 for non-construction (planning, capacity building, technical assistance).

In 2011, the National Disaster Recovery Framework (NDRF) identified DOC as the coordinating agency of the Economic Recovery Support Function (ERSF). DOC is also identified as a supporting agency for each of the other five Recovery Support Functions (RSFs). EDA administers this role on the Department's behalf and also deploys program staff to serve as ERSF

¹ EDA FY23 Disaster Supplemental Notice of Funding Opportunity (NOFO): www.grants.gov/search-results-detail/347414

² How a Disaster Gets Declared: www.fema.gov/disaster/how-declared



Field Coordinators in Joint Field Offices (JFO) to coordinate interagency economic recovery assistance in partnership with SLTT governments and stakeholders. As the ERSF coordinating agency, EDA provides leadership and oversight for ERSF support agencies (including Agriculture, Labor, and the Small Business Administration (SBA), among others), each of which provides grants, loans, training and other forms of assistance to support a wide variety of economic recovery and resilience projects and activities.

Resilience

Resilience is a fundamental objective of federal disaster recovery policies and programs. EDA defines economic resilience as “the ability or a community or region to prevent, withstand, and quickly recover from major disruptions (i.e., ‘shocks’) to its economic base.” EDA applicants and grantees are incentivized to create resilient economic development strategies and projects:

- EDA’s Comprehensive Economic Development Strategy (CEDS) Guidelines now require Economic Development Districts (EDDs) and other CEDS organizations to include economic resilience.
- EDA’s PWEAA NOFO specifies that recovery and resilience are EDA investment priorities and are also evaluation factors for proposed projects.
- Other EDA programs, such as Build 2 Scale and Tech Hubs, include economic resilience in the criteria program staff use to evaluate the competitiveness of project applications.

In 2022, FEMA published the EDA CEDS and FEMA Hazard Mitigation Plan Alignment Guide for economic development and emergency management leaders and practitioners to enhance communication, collaboration, and coordinated investments. Other DOC bureaus have also developed resilience tools such as the NIST Community Resilience Planning Guide and companion Playbook, and the NOAA U.S. Climate Resilience Toolkit.

Disaster Trends and Operational Implications

According to NOAA’s National Centers for Environmental Information, the number and frequency of catastrophic disasters in the United States have continuously increased since 1980. Extreme weather incidents negatively impact local and regional economies on a year-round basis.³ While FEMA typically asks EDA to begin work on the ground in the weeks immediately following disasters, the agency often does not begin awarding recovery grants until months afterwards. This is typically due to all or any combination of the following factors:

- **Immediate vs. Long-Term:** EDA and the ERSF are intended to help disaster-impacted communities and regions design and implement strategies to serve the *long-term* resilience and vitality of local and regional economies. Some of EDA’s ERSF interagency partners such as SBA manage programs that can provide disaster-impacted businesses with near-term capital access and other critical support to maintain operations.

³ Extreme Weather and Climate Change. National Aeronautics and Space Administration (NASA) Science Mission Directorate: <https://science.nasa.gov/climate-change/extreme-weather/>



- **Recovery Strategic Planning:** The average period of performance for ERSF mission assignments is **5 to 10 months**, sometimes more depending upon the severity of the disaster. During this time, economic recovery leaders, practitioners, and other stakeholders develop a Recovery Support Strategy (RSS) in collaboration with EDA and other ERSF agencies. Disaster-impacted communities use the completed RSS to develop project ideas for which they subsequently apply to EDA and other federal funders for grant assistance.
- **Availability of Program Resources:** Congressional approval of disaster supplemental appropriations increase EDA’s ability to award multiple disaster recovery grants at greater dollar amounts than EDA is capable of awarding with standard fiscal year program appropriations. The timing of disaster supplemental appropriations availability relative to the date(s) of one or more disaster incidents is subject to Congressional action.

Additional Roles and Responsibilities

Since 2011, EDA’s disaster portfolio has expanded to include roles and responsibilities that are both regional and national in nature. EDA is a lead contributor to the development and implementation of Federal disaster recovery and resilience policies and methods, and belongs to various interagency disaster recovery and resilience work groups and committees, including:

- The Recovery Interagency Policy Committee (RIPC), and the National Resilience Framework – White House National Security Council (NSC).
- Community Recovery Steering Group – White House Deputy Chief of Staff.
- National Disaster Recovery Framework (NDRF) Revision Steering Committee, [National Resilience Guidance](#) – FEMA. EDA provided substantial feedback to NDRF, which is undergoing public comment now. EDA staff are key contributors to guidance.
- DOC Intra-Departmental Disaster Recovery Coordination Team, which includes representatives from DOC’s Office of Security, Continuity, Policy, and Operations, Census, EDA, NIST, and NOAA.

Next Steps

EDA has done some initial engagement on the ground following the destruction of hurricanes Helene and Milton. We will continue to work with communities to assess long-term needs in coordination with other federal and local partners, as directed via our leadership of the ERSF.

- **Economic Development Reauthorization Act of 2024:** On March 12, 2024, the U.S. Senate Environment and Public Works Committee (EPW) voted to advance the Economic Development Reauthorization Act of 2024 (S. 3891) for a full vote in the Senate.⁴ Among other things, the bill includes language authorizing EDA to create a new Office of Disaster Recovery to manage EDA’s growing portfolio of disaster-related roles and responsibilities. The bill has been offered as an amendment to the FY25 National Defense Authorization Act (NDAA).

⁴ “EPW Committee Advances Legislation to Reauthorize the Economic Development Administration.” EPW Press Release, March 12, 2024: www.epw.senate.gov/public/index.cfm/press-releases-democratic?ID=51603147-4F8B-46C2-8D50-D86E3C8907D3



Transforming Communities into Critical Technology Ecosystems

Executive Summary

Over the last several decades, U.S. economic strength has been driven by leadership in basic research, research and development (R&D), design, and digitalization – leaving manufacturing and production to allies and competitors alike. This has resulted in the concentration of economic growth to a handful of major U.S. centers, loss of domestic production capabilities and resulting supply chain vulnerabilities, and risks to the development of continued critical and emerging technologies.

To rebuild our industrial base and maintain the U.S. innovative edge, the Economic Development Administration (EDA) makes strategic investments in geographically diverse, high-potential regions to grow technology ecosystems and regional economies, advance America's global leadership in critical technologies, and strengthen national and economic security by onshoring or reshoring domestic manufacturing capabilities. These investments include new initiatives, such as the Regional Technology and Innovation Hubs (Tech Hubs) and American Rescue Plan (ARP) Act programs, and established programs like Build to Scale (B2S). They complement other Department and U.S. government efforts to accelerate R&D, maintain and grow our technological edge to compete with and counteract People's Republic of China (PRC) efforts, and ensure critical technology sectors start, grow, and remain in the United States.¹

The CHIPS and Science Act, which authorized the Tech Hubs program for \$10 billion, defines certain sectors critical to global competitiveness; EDA's work ensuring robust domestic capacity in these areas directly supports U.S. national security priorities. In particular, Tech Hubs and the complementary U.S. National Science Foundation's Regional Innovation Engines (NSF Engines) program aim to strengthen U.S. economic and national security by investing in high-potential regions across the country. While NSF Engines is focused on R&D, the Tech Hubs program has identified regions that have foundational assets, resources, and innovation ecosystems to become globally competitive in producing and delivering these technology products and services in America.

Background

EDA has historically made targeted, locally-driven investments directly in distressed communities. While those investments remain central to EDA's work, EDA has also begun investing in regions with the potential to become more globally competitive by developing their innovation and production capabilities. These investments position American communities to thrive in the global economy by building the workforce of the future; enabling businesses to start and scale; and deploying and delivering critical and emerging technologies. This evolution comes as our competitors, particularly the PRC, are heavily investing in strategic industries to bolster their self-sufficiency in the emerging technologies most critical to national and economic security.

¹ Note that additional details about the Department's broader activities to accelerate R&D, compete with and counteract PRC efforts, and implement the CHIPS Program can be found in separate transition papers.



Congress recognized the need for EDA to support investments in innovation and competitiveness through its continued support of the B2S and STEM Talent Challenge programs. EDA substantially expanded efforts in innovation and critical technology development through the Build Back Better Regional Challenge (BBBRC), and now, Tech Hubs and other EDA programming such as the Good Jobs Challenge.

- **Build to Scale (B2S)** invests in organizations that strengthen ecosystems to support entrepreneurs as they build and scale technology-driven businesses – and the employees in the new, good jobs they create – to make and deliver new technology products and services. B2S completed its tenth award cycle in Fiscal Year (FY) 23, with over \$270 million in grants across 437 awards since inception in FY14.
- **STEM Talent Challenge** builds STEM talent training systems to strengthen regional innovation economics through grants to organizations working in high-potential sectors and expanding the workforce for the innovation economy. Since the program’s founding in FY20, the STEM Talent Challenge has allocated \$8.5 million to 26 awardees.
- **Build Back Better Regional Challenge (BBBRC)** is a \$1 billion, five-year program aimed at fundamentally transforming 21 regions by investing in emerging industries, with awards between \$25 million and \$65.1 million. As of September 2024, the 21 BBBRC regions have, as a result of the program, received \$2.2 billion in private investment, leveraged \$967 million in additional government and nonprofit funding, engaged over 11,000 businesses, and created over 1,300 new well-paying jobs and 275 new businesses in industries like advancing mobility and aerospace, clean energy, and next generation manufacturing.
- **Tech Hubs**, a program authorized at a \$10 billion level by the 2022 CHIPS and Science Act, is designed to drive regional technology- and innovation-centric growth by strengthening a region’s capacity to manufacture, commercialize, and deploy critical technologies. Tech Hubs demonstrate market potential paths for critical technologies and interfaces between engines of innovation and industry to make these regions globally competitive. In supporting the growth of industries in these key sectors, EDA takes a holistic approach that focuses both on direct support to industries as well as building a workforce pipeline to support industries and supply chains. Phase 1 of the program identified 31 Tech Hubs in geographically diverse, high-potential regions across the country with demonstrated expertise in emergent technology sectors. In Phase 2, the Tech Hubs developed and proposed specific, fundable projects that underpin their technology-based economic development strategies put forth in Phase 1. EDA awarded 12 Hubs large-scale implementation funding (approximately \$19 to \$51 million) and \$500,000 Consortium Accelerator Awards to the remaining 19 Hubs for the continued advancement of their regional strategies, including pursuing capital for their projects.

EDA is also looking to integrate these innovation competitiveness objectives into other programming. For example, the **Good Jobs Challenge** received \$25 million in the FY24 appropriations act, which will be used to make awards focused on placing Americans into good jobs in sectors advancing the key technology focus areas, through which Tech Hubs receive a



scoring advantage in the competition. EDA is also looking to leverage [**Public Works/Economic Adjustment Assistance**](#) programming for complementary investments to Tech Hubs.

The Tech Hubs program both complements and builds off the success and lessons learned from BBBRC, B2S, and the STEM Talent Challenge, including:

- **Cross-Sectoral Coalition Building:** These programs deepen existing successful local relationships while also incorporating new regional stakeholders, bringing together entities from academia to the private sector to effectively collaborate and accelerate technology maturation and commercialization. Coalitions built through programs like Tech Hubs and BBBRC also create sustainable partnerships with groups that often are left behind in the innovation economy, such as rural, Tribal, and underserved communities, expanding access, opportunities, and economic growth.
- **Competition Model:** These programs issue broad calls to action that enable regions to assess and orient their assets to design contextually appropriate proposals. For example, Phase 1 of Tech Hubs asked Hubs to craft their applications in response to broad categories of “key technology focus areas” – ranging from quantum to AI / ML – called out in the CHIPS Act. The local consortia that make up a Tech Hub had the autonomy to design strategies based on regional strengths while answering technology needs deemed critical to national security.
- **Aligning and Leveraging Federal Investment:** BBBRC and Tech Hubs required applicants to demonstrate how they would leverage a possible federal investment to attract outsized state, local, and private capital, which helped catalyze technology and innovation-centric growth. For example, through the Phase 2 application process, Tech Hubs secured well over a thousand commitments, attracting more than \$4 billion in investment commitments and catalyzing meaningful public and institutional policy changes that support their strategies. This “commitments” component has now been incorporated into the latest B2S Notice of Funding Opportunity (NOFO).
- **Interagency Partnerships:** EDA closely collaborates with other government agencies to develop complementary programming and establish formal relationships that maximize the potential success of its awards. For example, Tech Hubs and NSF Engines established a relationship to coordinate activities including creating pathways for sustained growth of regional innovation ecosystems, training and educating diverse stakeholders based on regional workforce needs and forming trusted partnership networks to foster scientific innovation and exchanges of proposals or personnel. As these programs mature, they will create a positive feedback loop with NSF Engines, providing the necessary R&D through NSF Engines to fuel future Tech Hubs. Similarly, EDA is partnering with the Department of Defense’s Defense Innovation Unit (DIU) to integrate Tech Hubs with DIU’s regional outreach initiatives from prize challenges to accelerators to supply chain resilience. With better collaboration, Tech Hubs will be able to create a pipeline of innovative technologies that support DOD’s needs and interests, further bolstering national security, and securing Hubs as integral connections in the DOD supply chain network.



- **National Security Focus:** Maintaining this innovation ecosystem approach remains a critical ingredient in sustaining national security through both economic growth and the development of capabilities that provide the U.S. defense and intelligence communities technological advantages. Tech Hubs brings a novel, explicit national security focus to EDA, recognizing the interconnectedness across innovation and competitiveness, domestic manufacturing output and supply chain security, and the market potential of dual use technologies in both the commercial and defense sectors.

With continued targeted federal investment—and commitments that crowd-in additional capital—these regions can become world-class, globally competitive leaders in their industries, a critical component to maintaining our technological edge. These investments will strengthen supply chains, national security procurement pipelines, and America’s role as a manufacturing powerhouse.

Next Steps

- This fall/winter, EDA will review applications for the \$50 million FY24 B2S NOFO and expects to make 40 to 50 awards spanning from the low hundreds of thousands of dollars up to \$5 million.
- This fall/winter, EDA will announce the FY24 Good Jobs Challenge awards.
- In FY24, EDA was authorized for \$2.5 million in grants for STEM Talent Challenge and requested the same authorization for FY25. Pending that authorization, EDA expects to run a single \$5 million competition in FY25.
- EDA will complete obligation of all Tech Hubs awards and manage the portfolio of awards, including conducting a baseline program evaluation survey and defining short- and long-term project milestones. The program will also convene the 31 Hubs in Washington, DC in December with NSF Engines for the ROADMAP Summit.
- EDA will make policy decisions for program competitions to award funds based on results of FY25 appropriations: Tech Hubs, STEM Talent Challenge, and B2S.
- EDA will also continue to engage with BBBRC awardees.



Supply Chains

Executive Summary

Building more resilient global supply chains is essential to America's national security and economic security, and to ensuring businesses, communities, and citizens can get the products they need when they need them. The Department of Commerce has played a central role in efforts by the U.S. Government to move from reacting to disruptions to working to proactively strengthen America's supply chains. This includes driving more rigorous, data-driven analysis of supply chain risks in order to address both short-term logistical disruptions as well as medium- and long-term structural dependencies that undermine U.S. national interests. We have mounted a whole-of-government effort to identify the commodities and technologies where our inability to source, process, or manufacture domestically could cause great damage to our security. In these areas, we are working with the private sector to re-shore or friendshore core parts of our supply chains.

Within the Department, efforts to better diagnose supply chain risk have been led by the International Trade Administration's Industry and Analysis (I&A) unit, which has leveraged its breadth of sectoral expertise; unique understanding of the opportunities and challenges facing U.S. companies; daily connectivity to U.S. industry; and economic analysis and modeling capabilities to assess and address supply chain challenges. In 2023, I&A established a Supply Chain Center to integrate industry expertise and data analytics to develop innovative supply chain risk assessment tools, coordinate deep-dive analyses on select critical supply chains, and drive targeted actions to increase resilience and address foreign dependency vulnerabilities.

I&A's industry and supply chain expertise is increasingly leveraged in matters related to U.S. economic security. For example, the Department, and I&A in particular, plays a vital role in supporting the Outbound Investment Security Program called for by Executive Order 14105, ["Addressing United States Investments in Certain National Security Technologies and Products in Countries of Concern,"](#) in August 2023.

Background

I&A has had a supply chain services-focused office for over a decade and, for years before that, a dedicated team. I&A established its [Advisory Committee on Supply Chain Competitiveness](#) in 2011, leveraging the expertise of senior industry, labor, and academic leaders to help inform its supply chain priorities. I&A's deep industry expertise, unique commercial and national security perspective, and advanced analytics capabilities are critical to advancing U.S. government work on supply chain resilience.

The [Supply Chain Center \(SCC\)](#) was created to integrate and coordinate I&A's efforts as the analytic engine of supply chain resilience policy. The SCC leverages I&A industry expertise to help the U.S. Government be more proactive in addressing supply chain challenges and strategic in setting priorities for action based on data-driven risk analysis. It also provides strategic and



technical advice to other departments and agencies related to industry-specific competitiveness issues as they disburse billions of dollars in U.S. Government investments related to supply chains. The SCC works closely with other agencies and stakeholders to inform U.S. Government action as a leading member of the White House-led [Council on Supply Chain Resiliency](#) and in alignment with the White House-led Global Competitive Analysis Team efforts.

As part of this work, I&A is pioneering new data-driven tools and creating playbooks to assess supply chain vulnerabilities in specific sectors, including for emerging technologies. I&A's Supply Chain Exposure Tool provides a common operating picture of risks that enables focused, evidence-based conversations and actions with international partners. I&A also developed a first-of-its kind diagnostic supply chain risk assessment tool—known as SCALE—which utilizes a comprehensive set of indicators to assess structural supply chain risk across the U.S. economy. The SCALE tool, coupled with the I&A business units' deep industry expertise, will enable the U.S. Government to be more proactive and strategic in addressing supply chain risk. SCALE and other I&A activities were covered at a September 10, 2024, [Supply Chain Summit co-hosted with the Council on Foreign Relations](#).

Additionally, I&A is providing action-oriented analyses on a wide variety of trade and supply chain related issues, including the impact of global supply chain disruptions, tariff actions, and unfair trade practices by the People's Republic of China. We are supporting industry resilience to supply chain or geopolitical shocks and working with foreign governments to mitigate international supply chain challenges. We are also supporting work targeting tens of billions of dollars of export opportunities for U.S. industry and inward investment to the United States as part of strengthening high-priority supply chains.

I&A also works with allies and partners, including in the context of the Indo-Pacific Economic Framework for Prosperity (IPEF), to identify mutual supply chain priorities, share key information and analysis, and coordinate action to enhance global supply chain resilience. As part of these efforts, the I&A Assistant Secretary represents the U.S. Government as the elected chair of the IPEF Supply Chain Council and on the IPEF Supply Chain Crisis Response Network. I&A also signed an [Administrative Arrangement on Semiconductor Early Warning with the European Union](#) on December 5, 2022, through the EU-U.S. Technology and Trade Council, enabling the U.S. and EU to exchange information on supply chain crises affecting the semiconductor industry. The arrangement has been renewed until December 5, 2027. Additionally, to support high-priority supply chain resilience, I&A is leading U.S. Government participation in the G7 Semiconductor Point-of-Contact Group launched in March 2024. I&A's multilateral work is also complemented by ongoing bilateral engagements with allies and partners on shared supply chain priorities.

ITA's expertise has been utilized to proactively identify areas of need and facilitate early intervention, particularly focused on the identification of dependencies abroad and the most critical supply chains, as well as disruptions to the movement of goods through U.S. and global supply chains. For example, I&A reacted quickly to support supply chain resiliency in the wake of the Baltimore Key Bridge collapse.



Commerce also plays a role in the implementation of the Outbound Investment Security Program. I&A's expertise has been key to identifying and understanding the relevant technologies and products that ought to be covered and how the requirements should be scoped. Our sector-specific experts are critical to interpreting and recommending actions based on analysis of the data provided by the private sector. I&A has spearheaded industry engagement regarding the program and, in coordination with Treasury, consulted over 450 stakeholders in multiple rounds of outreach designed to solicit feedback as the development of the program progressed. Going forward, we will help anticipate and propose policy adaptations if countries of concern seek to develop new mechanisms to evade scrutiny and access U.S. investment to advance technologies in a way that threatens our national security.

Next Steps

Commerce has requested dedicated funding for both the Supply Chain Center and the Outbound Investment Security Program in the President's FY25 budget request. Industry expertise, and the ability to look across sectors, is vital to investment security, protecting and promoting U.S. technological advantages, supporting domestic manufacturing and job growth, and addressing attempts by adversaries to weaponize supply chains.



Steel Excess Capacity and Administration of Section 232 Tariffs

Executive Summary

The issue of global excess steelmaking capacity and its debilitating impact on the global steel market has been a longstanding, critical issue for the USG, our steel industry, and like-minded trading partners. China is viewed as the primary cause of the global excess capacity crisis with its creation and retention of uneconomic capacity through nonmarket government intervention. The problem is only growing, with steel capacity in China and other regions continuing to escalate at an alarming rate.

As this has been a priority issue for administrations since the early 2000s, there is recognition that no one measure will resolve the excess capacity crisis, and several approaches have the serious attention of the Interagency. The Department of Commerce has some of the most potent tools in the USG's toolbox for understanding and tackling excess capacity, all of which have the strong and enthusiastic support of the U. S. steel industry. These tools include strong enforcement of U.S. trade laws, Section 232 tariffs, steel trade monitoring, and engagement with trading partners.

Background

Excess Capacity

Global steel excess capacity has been a serious issue for a number of years and concerns among U.S. industry, the USG, and many of our trading partners regarding its distortive impact on markets are acute.¹ The levels of steel excess capacity are staggering: an estimated 543 million metric tons (MMT) in 2023, more than the total combined production of India, the EU, Japan, the United States, and Russia. China is largely responsible for this build-up due to the uneconomic conditions and massive subsidization propelling the expansion of its industry. China's capacity grew more than 700% over the past 20 years and its current production level, exceeding 1.1 billion metric tons, is nearly 50% of the world's capacity and greater than the production of the next top 10 steel producers combined (for comparison, U.S. steel production was approximately 80 MMT in 2023). In 2023, China's exports ballooned to 94 MMT, approaching the record steel export figures reached by China in 2015.

Moreover, China is increasingly investing in offshore steelmaking in third markets, which can simply export excess capacity while evading tariffs applicable to Chinese-origin products and further distort the global steel market. For example, cross-border or joint-venture investments have contributed to around 23 MT of potential new capacity growth in Southeast Asia from 2024-26, many of which involve China and heavily subsidized state-owned enterprises. Additionally, the USG and its trading partners share concerns that China is providing substantial financial incentives to encourage increased production capacity for higher value-added steel products. This suggests that excess steel capacity may be “moving up the value chain”, as

¹ This paper focuses on the longstanding steel excess capacity issue; however, there are several other sectors where global excess capacity, particularly driven by non-market practices in China, are of significant and growing concern, including aluminum, semiconductors, solar panels, and electric vehicles.



observed in a shift in the composition of exports of Chinese steel-containing downstream products over the last few years. Severe excess capacity impacts profitable and efficient producers in global markets by driving up per unit costs and input prices. Excess capacity also displaces domestic markets and disrupts market-based trade flows, which can result in an increase in trade frictions and trade remedy cases. The unrestrained growth of global steelmaking capacity has undermined the U.S. market and threatens the viability of our steel manufacturers and the livelihoods of their workers. Commerce's approach has been one of strong enforcement, comprehensive monitoring, and active engagement.

Trade Law Enforcement

Commerce remains committed to strong enforcement of the antidumping and countervailing duty (AD/CVD) laws. These laws provide remedies for domestic manufacturers and workers injured by the unfair pricing and subsidization practices of foreign exporters and their governments. The U.S. steel industry consistently stresses their concerns that foreign government-funded excess capacity distorts the global market and produces large volumes of unfairly traded exports. Accordingly, the U.S. steel industry cites strong enforcement of the trade remedy laws as a priority issue in the context of addressing excess capacity.

Steel products make up the significant plurality of AD/CVD orders. AD/CVD investigations are currently at a historic high and, as of August 22, 2024, steel and steel-related products account for approximately 44% of current orders and 32% of our current workload. Commerce has undertaken numerous initiatives in recent years to reinforce our commitment to vigorous enforcement, including changes to regulations, practices, and policies that strengthen and augment our application of trade remedies. This includes addressing practices that distort the market, including weak or ineffective enforcement of environmental, labor, and intellectual property standards in foreign countries, and expanding Commerce's enforcement tools to counter circumvention of AD/CVD duties and to address transnational subsidies. Commerce also continues to strengthen its partnership with the Department of Homeland Security and Customs and Border Protection (CBP) to improve the effectiveness of AD/CVD measures at the border.

Section 232

On March 8, 2018, President Trump exercised his authority under Section 232 of the Trade Expansion Act of 1962 (Section 232) to impose a 25% tariff on steel imports and a 10% tariff on aluminum imports, with select exemptions, to protect our national security. The President's Section 232 decision was the result of an investigation led by Commerce. CBP began collecting the tariffs on March 23, 2018. The proclamation establishing tariffs on steel and aluminum authorized the Secretary of Commerce to provide relief from the additional duties for any steel or aluminum articles determined "not to be produced in the United States in a sufficient and reasonably available amount or of a satisfactory quality and is also authorized to provide such relief based upon specific national security considerations. Such relief shall be provided for any article only after a request for exclusion is made by a directly affected party located in the United States."

Currently, the Bureau of Industry and Security (BIS) leads the steel and aluminum exclusion program for Commerce, but since 2018, the International Trade Administration (ITA) has



assisted BIS by evaluating a subset of exclusion requests. Specifically, ITA conducts technical analysis for approximately 36% of exclusion requests (those with domestic industry objections), and then BIS again assumes the final responsibility of denying or approving the request. Since 2018, Commerce has received 560,290 submissions on exclusion requests, issuing decisions on 546,261 and denying 72,541.

Steel Monitoring

Commerce’s Steel Import Monitoring and Analysis (SIMA) program was developed in 2002 as part of the U.S. Section 201 safeguard action on steel.² SIMA provides publicly available, timely information about U.S. imports and changing market conditions to the USG and its external stakeholders. SIMA has undergone numerous enhancements to provide a comprehensive suite of steel supply chain information, including a global steel trade monitor, a melt and pour dashboard, and, most recently, a steel scrap monitor.

Engagement

Commerce works closely with USTR, Treasury, State, and other agencies to engage trading partners at the multilateral, bilateral, and regional levels on global steel excess capacity. We have a robust coalition of trading partners who share similar concerns regarding distortions in the steel market. The primary venues for our engagement include the Steel Committee of the Organization for Economic Cooperation and Development (OECD) and the Global Forum on Steel Excess Capacity (GFSEC). The importance of strong trade enforcement is a key theme and industry priority for both initiatives. Commerce has played a major role in driving the work in the GFSEC with initiatives focused on the domestic impacts and trade effects of excess capacity.

Commerce’s proposal for an ambitious one-stop-shop database that tracks steel capacity, trade, and global steel supply chains and highlights suspicious patterns of trade is being implemented by the GFSEC in 2024-2025. This valuable tool will provide all GFSEC Members, including the USG, with quality data to inform their respective policy measures.

Next Steps

The Commerce Department will continue to strengthen and leverage the opportunities outlined herein, including:

- Considering possible legislative and regulatory proposals that strengthen administration of the AD/CVD laws;
- Participation in November 2024 meetings of the OECD Steel Committee and GFSEC; and
- Continue streamlining the administration of the Section 232 exclusions process.

² The safeguard action was imposed by President Bush in the wake of the Asian financial crisis when the industry was hit with devastating levels of steel import growth and one third of the steel industry was in bankruptcy.



International Standards Leadership

Executive Summary

Standards underpin international trade and commerce, enabling fair competition in markets around the world and the broad adoption of technologies. The U.S. Government (USG), through the Department of Commerce, works to support and promote the U.S. private sector-led approach to standards development to ensure that the best technological solutions prevail. NIST has unique responsibilities in standards and is the lead agency for coordinating federal engagement in standardization in partnership with the private sector. NIST's expansive research and development programs underpin its technical contributions to standards bodies, providing unique value to the standards ecosystem and positioning NIST as a trusted broker. NIST is leading the coordination of an all-of-government implementation of the [U.S. Government National Standards Strategy for Critical and Emerging Technology](#) (USG NSSCET) and has released an [Implementation Roadmap](#) for the USG NSSCET. Other DOC bureaus, including ITA and NTIA, promote U.S. stakeholder interests and advance U.S. leadership in standards development as well.

Background

In the United States, technical subject matter experts collaborate to develop market-driven, voluntary, consensus-based [documentary standards](#) through a decentralized, bottom-up, sector-based system led by the private sector.¹ Documentary standards, critical to national security and economic competitiveness, are typically developed and approved by a recognized standards development organization (SDO), which publishes them for global use. The voluntary, decentralized, and private sector-led standards development process is unique to the United States and has been a highly successful element of U.S. competitiveness, positioning U.S. companies as leaders in the global marketplace.

NIST has specific and unique responsibilities to lead coordination across the USG, including communication with the private sector, on development and use of international technical standards.² The NIST Director is the Under Secretary of Commerce for Standards and Technology and is authorized through the Secretary of Commerce to serve as the President's principal adviser on standards policy pertaining to the Nation's technological competitiveness and innovation.³ A key element connecting the USG interests in international standards development is the long-standing partnership between NIST and the American National

¹ The scope of this paper is limited to [documentary standards](#): documents detailing agreed-upon ways to carry out a technical process. Sector-specific documentary standards are developed by professionals in specific industry sectors; whereas international documentary standards are often developed through standards bodies that operate by national representative participation. NIST also provides leadership in other types of standards, including [measurement standards](#), which help to embody a quantity, such as a second, a kilogram, or a meter, where NIST has long played a major role to maintain and improve; and [standard reference materials](#), which NIST provides to help support accurate and compatible measurements.

² This responsibility is codified in the National Technology Transfer Advancement Act (P.L. 104-113), Office of Management and Budget (OMB) Circular A-119, and the CHIPS and Science Act (P.L. 117-167, Section 10245).

³ 15 U.S.C. 272(b)



Standards Institute (ANSI). ANSI administers and coordinates the private sector-led U.S. voluntary standards and conformity assessment system while NIST coordinates federal government engagement in standards activities.

As part of the broader federal government's role to promote and support this system, NIST and other DOC bureaus participate in standards development activities alongside representatives from industry, academia, and civil society. To lead effectively and participate in the development of standards, NIST leverages its workforce of technical experts to engage across more than 100 SDOs, contributing their expertise in nearly 1700 standards committees. NTIA also promotes the adoption of standards for the digital economy that are technically sound and ensure security, interoperability, innovation, and privacy, while balancing protection of human rights and fundamental freedoms in implementation. ITA supports and advances standardization efforts by driving positive industry dynamics through Market Development Cooperator Program grants, engaging directly with foreign governments and multilateral processes, and employing Digital and Standards Attachés in key foreign markets to help U.S. companies remain competitive globally.

The United States Standards Strategy, published by ANSI in 2020, is the predominant statement of purpose and ideals that guide how the United States develops standards and participates in international standards-setting processes.⁴ Complementing the U.S. Standards Strategy, in May 2023 the White House released the US Government National Standards Strategy for Critical and Emerging Technologies (NSSCET), which supports continued U.S. global economic competitiveness and technology leadership. The USG NSSCET is a strategic approach that reinforces the U.S. government's commitment to private sector-led standards development and advocates for increased investment, support, and communication around international standards development. The four main objectives are investment, participation, workforce, and integrity and inclusion. The USG NSSCET promotes R&D as a critical enabler of the development of technically sound international standards, and it calls for expanded collaborations to ensure strong U.S. engagement and participation in technical standards.

NIST has led coordination of an all-of-government implementation of the USG NSSCET, including through the development of an [Implementation Roadmap](#), released in July 2024, which provides short-term and long-term actions for the USG to address opportunities and challenges related to international standards development in CET. The Roadmap establishes nine outcomes from sustained implementation of long-term actions worked in concert across the USG with the private sector. Maintaining U.S. leadership in international standards development activities requires appropriate investment and prioritization by the USG to improve communication and coordination across departments and agencies, successfully advance U.S. interests in an open, consensus-based standards system, and compete on a level playing field.

⁴ United States Standards Strategy (USSS), <https://www.ansi.org/resource-center/publications-subscriptions/usss>



Next Steps

In addition to tracking implementation of the USG NSSCET Implementation Roadmap, NIST is finalizing the selection for a Standardization Center of Excellence and is piloting the use of the Small Business Innovation Research program to accelerate standards development and participation. NIST is also working with other agency partners, including the USPTO, Environmental Protection Agency, and Department of Homeland Security, to launch a Standards Excellence Recognition Prize Challenge to reward efforts and teams behind standards development. NIST is considering launching a USG Interagency Standards Portal to help coordinate standardization activities across agencies and provide a central knowledge management platform that anyone in the government working in standards can access. Most importantly, Commerce bureaus will continue their practice of engaging stakeholders for feedback. NIST issued a Request for Information on the Federal Register Notice to understand opportunities for greater coordination and recognition of standards leadership and to sustain a dialogue with the private sector for coordinated implementation of the USG NSSCET. NTIA will continue to leverage multilateral organizations to engage with international counterparts and policymakers to promote U.S. stakeholder interest and advance U.S. leadership. ITA will continue programs to address technical regulations, standards, and conformity assessment challenges that can be potential barriers to trade and reciprocal market access.



Revitalizing Domestic Semiconductor Manufacturing

Executive Summary

Semiconductors are essential building blocks of technologies that will shape our future, including artificial intelligence, biotechnology, and advanced energy. The bipartisan CHIPS and Science Act was signed into law to strengthen and revitalize the U.S. position in semiconductor research, development, and manufacturing and is an investment in America's long-term economic and national security. Through implementation of CHIPS Act appropriations, alongside a network of other critical initiatives, the Department of Commerce is making strides to ensure that United States leadership in semiconductor manufacturing endures over the long term.

Background

Semiconductors – the tiny electronic devices that power consumer electronics, automobiles, data centers, critical infrastructure, and virtually all military systems – are integral to America's economic and national security. While the United States remains a global leader in semiconductor design and research and development (R&D), we have fallen behind in manufacturing – now accounting for only about 10% of global commercial production. Today, none of the most advanced logic and memory chips that power PCs, smartphones, and supercomputers are manufactured at commercial scale in the United States. Elements of the semiconductor supply chain are also geographically concentrated, leaving them vulnerable to disruption and endangering the global economy and U.S. national security.

In August 2022, President Biden signed the bipartisan CHIPS and Science Act into law. In response, the private sector announced hundreds of billions of dollars to develop domestic manufacturing and research capacity, bringing semiconductor industry commitments to more than \$231 billion. This historic combination of federal, private, and local investment will also, create for workers and families good-paying, high-quality jobs, including union jobs and jobs that do not require a four-year degree, with hundreds of thousands of new opportunities for American technicians, manufacturers, construction workers, scientists, engineers, and entrepreneurs.

The Department has made growing and sustaining the semiconductor ecosystem, including manufacturing and building a strong domestic supply chain, R&D for leading-edge chips, and investing in the future of the American semiconductor workforce, a top priority. The Department's programs across NIST, EDA, and ITA collectively support efforts to cement America's place at the forefront of semiconductor technology.

Through \$50 billion in appropriations, the Department established the CHIPS for America (CFA) program. It comprises two offices housed within NIST. The CHIPS Program Office (CPO) and the CHIPS R&D Office (CRDO). The CPO is dedicating \$39 billion to provide manufacturing incentives for investment in facilities and equipment in the United States. The CHIPS R&D office (CRDO) is investing \$11 billion to develop a robust domestic R&D ecosystem. In December 2023, the CHIPS Program Office began announcing non-binding Preliminary Memorandum of Terms (PMT) agreements with companies across the Nation. The Department, pending due diligence, will prepare and issue awards, which are expected to be disbursed in tranches tied to project milestones. By allocating billions of dollars in proposed funding across multiple states to build facilities domestically and proposing to invest billions more in research and innovation,



CHIPS for America is estimated to be creating over 100,000 jobs. To support implementation of these investments, CHIPS for America is working with key regions across the United States to provide the support needed for expanding and emerging regional semiconductor industry clusters to succeed. This [place-based approach](#) to semiconductor manufacturing builds off of existing initiatives, like the Economic Development Administration's Tech Hubs. CHIPS for America is initially focusing these efforts in locations hosting commercial-scale manufacturing of leading-edge technology.

CHIPS R&D funds will advance U.S. leadership in semiconductor R&D and establish a domestically focused innovation ecosystem. CHIPS R&D has two overarching goals: To invent and commercialize future semiconductor technologies in the United States, and to promote domestic advanced semiconductor manufacturing at scale. The CHIPS R&D Program is organized into four programs: the CHIPS National Semiconductor Technology Center (NSTC) Program, the CHIPS National Advanced Packaging Manufacturing Program (NAPMP), the CHIPS Metrology Program, and the CHIPS Manufacturing USA Institute. Collectively, the four programs will create a dynamic new network of innovation for the semiconductor ecosystem in the United States.

The NSTC, established as a public-private consortium and operated by the purpose-built non-profit [Natcast](#), is dedicated to advancing U.S. economic competitiveness through funding innovation. The Department will invest over \$5 billion in the NSTC over time. The NSTC will convene stakeholders across the semiconductor ecosystem to address the most challenging barriers to technological progress and the industry's workforce challenges. Natcast, as the NSTC operator, issued the first two [calls for proposals](#) for R&D developments, and in July 2024, the [facilities model](#) and [selection process](#) for the first three principal facilities were announced. The Department will invest \$250 million in the NSTC's workforce efforts, including the creation of a [Workforce Center of Excellence](#) to support efforts across the country. The Center of Excellence will ensure students and workers at all stages of their careers have access to education and training for good-paying jobs in the semiconductor industry. The [first funding awards](#) from the Center of Excellence were announced by Natcast on September 25, 2024.

NAPMP plans to invest approximately \$3 billion in strategic R&D to expand the limited packaging capability and capacity and develop innovations aimed at accelerating transition to scaled U.S. manufacturing. The program will lean into existing areas of strength for the United States and provide access and capacity for advanced research in design and simulation tools, manufacturing equipment, and targeted R&D. NAPMP has issued its first Notice of Funding Opportunity ([NOFO](#)) of investments up to \$300 million. NAPMP will also establish its flagship facility, the National Advanced Packaging Pilot Facility, to provide capabilities and capacity to test packaging innovations in a manufacturing environment, scale technologies to high-volume production, and develop the necessary workforce.

On July 12, 2024, the Department and Natcast, the operator of the National Semiconductor Technology Center (NSTC), announced the processes for selecting the first three research and development (R&D) facilities funded through the CHIPS and Science Act. The facilities include a NSTC Prototyping and National Advanced Packaging Manufacturing Program (NAPMP) Advanced Packaging Piloting Facility, a NSTC Administrative and Design Facility, and a NSTC Extreme Ultraviolet (EUV) Center.



Measurement plays a key role in semiconductor manufacturing. As devices become more complex, smaller, and multi-layered, the ability to measure, monitor, predict, and ensure quality in manufacturing becomes much more difficult. The CHIPS Metrology Program [published seven grand challenges](#) that the community must address, leading to investment of over \$190 million across over 40 research projects through intramural research at NIST. CHIPS Metrology also issued a [NOFO](#) in April 2024 with funding up to \$54 million for small businesses targeting innovations for the commercial marketplace. In August 2024, CHIPS Metrology also launched the [CHIPS Metrology Community](#) aimed at facilitating collaboration among stakeholders across multiple sectors.

Through NIST's Manufacturing USA, the Department accelerates U.S. innovation and increases U.S. competitiveness by investing in industrially relevant, cross-cutting advanced manufacturing products and resources. The CHIPS Manufacturing USA program is investing \$285 million to establish a CHIPS Digital Twin Manufacturing USA Institute, with at least a 100% co-investment of non-Federal cost share. The Institute will enable the seamless integration of digital twin models into the U.S. semiconductor manufacturing, advanced packaging, assembly, and test industry. The Institute will include the world's first shared semiconductor Digital Twin process validation facility, supporting industry-led solutions, accelerating technology towards commercialization, and digital-twin workforce training. The Department released the [NOFO](#) to establish the Institute in May 2024. The CHIPS Manufacturing USA Institute will be the 18th institute joining the broader Manufacturing USA network, with another Commerce-sponsored institute on AI for resilient manufacturing expected in the spring of 2025.

The Department more broadly supports creating a robust domestic supply chain and semiconductor manufacturing, including the Manufacturing Extension Partnership (MEP), ITA's Supply Chain Center (SCC), and EDA's Tech Hubs. Specifically, [MEP](#) supports small- and medium-sized manufacturers in every state and Puerto Rico and, in 2023, launched the Supply Chain Optimization and Intelligence Network to provide manufacturers with what they need to improve existing supply chain networks and fill gaps in the supply chain. Similarly, ITA's [SCC](#) is working to integrate industry expertise and data analytics to develop innovative supply chains. [Tech Hubs](#) will invest directly in regions with the assets, resources, capacity, and potential to transform into globally competitive innovation centers in approximately 10 years, while catalyzing the creation of good jobs for American workers at all skill levels.¹ In July 2024, EDA announced \$504 Million for 12 Tech Hubs Across America. Additionally, 19 designated Tech Hubs across America will each receive a \$500,000 Consortium Accelerator Award – totaling \$9.5 million – to continue implementing their strategies, including the pursuit of additional capital.²

Prior to the passage of the CHIPS and Science Act, the United States produced 0% of the world's leading-edge chips. But now, after these proposed investments and according to a recent report from the Semiconductor Industry Association, the United States is on pace to grow its share of global logic manufacturing to 28% by 2032. Additionally, the total public and private investment from just the leading-edge companies will equal roughly \$300 billion between now and the end of the decade – far and away the most investment in new production in the history of the U.S. semiconductor industry.

² More information on EDA initiatives can be found in the *Transforming Communities into Critical Technology Ecosystems* policy paper.



Next Steps

The Department will continue implementing CHIPS Act programs to continue to grow our domestic semiconductor capacities.

The NAPMP expects to announce a second funding opportunity for new research and development (R&D) activities to establish and accelerate domestic capacity for semiconductor advanced packaging. The CHIPS Metrology Community will continue to help stakeholders inform the industry standards that are critical for enhancing U.S. economic and national security competitiveness.

The Department and Natcast expect to announce the selection of three CHIPS R&D Facilities for the NSTC and NAPMP, including an NSTC Administrative and Design Facility and NSTC Extreme Ultraviolet (EUV) Center. Per its public factsheets, Natcast intends to have the Administrative and Design Facility fully operational in 2025, and the Extreme Ultraviolet (EUV) Center operational by no later than 2026. The third, the NSTC Prototyping and NAPMP Advanced Packaging Piloting Facility, is intended to be operational by the end of 2028. The facilities are expected to complement many of the fabrication facilities enabled by the CHIPS Act, in that they will support the ability for new innovations to better transition to those domestic fabs as a result of increased access to more robust prototyping and piloting capabilities.

This winter, DOC and NSF expect to announce up to \$30 million dollars will be awarded to a non-profit or higher education institution to operate the [Coordination Hub for the National Network for Microelectronics Education](#) (NNME). The Network Coordination Hub and the NSTC Workforce Center of Excellence will share information on best practices in curriculum and education, as well as outcomes and data from the workforce efforts they each sponsor.

On July 19, 2024, the Department announced that three teams were invited to submit full applications for the CHIPS Manufacturing USA funding opportunity to establish and operate a CHIPS Manufacturing USA institute focused on digital twins for the semiconductor industry. The Department anticipates awarding up to approximately \$285 million for a first-of-its kind institute focused on the development, validation, and use of digital twins for semiconductor manufacturing, advanced packaging, assembly, and test processes.

The CPO will continue administering the \$39 billion in semiconductor incentives and expects to make additional PMT and direct funding award announcements for NOFOs 1 and 2 throughout 2025.



Research and Development (R&D) to Accelerate American Competitiveness

Executive Summary

A strong U.S. research and development (R&D) ecosystem fuels innovation and advances our global industrial competitiveness. The United States remains a global leader in technology innovation across multiple domains; however, U.S. technological prowess is not a given, particularly as the People’s Republic of China (PRC) has dramatically increased investment in R&D. To continue to thrive and lead in this competitive international environment, the United States must commit to a sustained reinvestment in R&D, innovation, and manufacturing. The Department of Commerce plays a critical role in these efforts, by driving collaborations and investment in R&D for critical and emerging technologies, expanding market opportunities, and ensuring that U.S. technologies are not misappropriated in ways that harm national security.

Background

As global competition rises, sustained investment in R&D is paramount to maintaining U.S. leadership in critical and emerging technologies, including artificial intelligence (AI), quantum information science, biotechnology, advanced communications, cybersecurity and privacy, and advanced manufacturing. This investment can power the Nation’s innovation engine, bringing products to market that improve our quality of life and creating good-paying jobs, and sets up U.S. businesses for decades of technological leadership to ensure economic and national security. Continued investment in R&D and associated infrastructure across government, industry, and academia is more important now than ever, as the PRC has dramatically increased their investment in R&D and boosted their share of publications and patents in critical and high-value technology areas, such as advanced communications and biotechnology.¹

The benefits of a strong U.S. R&D ecosystem align well with the Department’s mission to drive U.S. innovation and global competitiveness. The Department works closely with industry to create the conditions for innovation in the public and private sectors. Commerce bureaus play leading roles in conducting and investing in R&D across technology domains, and for ensuring U.S. technologies are not misappropriated in ways that harm economic and national security.

NIST is the only federal laboratory entirely focused on driving U.S. innovation and industrial competitiveness, with a mission rooted in the U.S. Constitution’s foundational principle to set the standard of weights and measures. NIST performs the most advanced measurement research in the world and engages in the development of international standards — advancing trust across every step in the technology development, manufacturing, and commercialization cycle. As the premier National Metrology Institute (NMI) in the world, NIST works to ensure the accuracy and acceptability of measurements across all sectors of our economy, ultimately facilitating trade and promoting innovation. Providing over 1,200 different physical Standard Reference

¹ American Association for the Advancement of Science (AAAS). U.S. R&D and Innovation in a Global Context: The 2024 Data Update. <https://www.aaas.org/sites/default/files/2024-04/AAAS%20Global%20RD%20Update%202024.pdf>



Materials, NIST annually sells over 32,000 products and performs 13,000 measurement calibrations for U.S. industry and other federal agencies.

NIST both conducts critical R&D and convenes U.S. industry, including through research consortia, to drive the development, commercialization, and deployment of technologies, including advanced communications, biotechnology, and AI. For example, housed at NIST, the U.S. AI Safety Institute (AISI) works to advance the science of AI safety and its implementation; AISI will rigorously test and evaluate the most advanced AI models and systems, issue guidance, and conduct technical research to create an empirical understanding of AI safety. These efforts are carried out in close collaboration with the more than 280 of the leading AI companies, researchers, and members of civil society through the AISI Consortium.

The CHIPS and Science Act of 2022 appropriated nearly \$53 billion for the Department of Commerce to drive domestic production of semiconductors through manufacturing incentives and to build a strong R&D ecosystem. In efforts targeted at R&D, the CHIPS R&D Program is organized into four programs that combined are investing \$11 billion to solidify the future of U.S. semiconductor manufacturing: the CHIPS National Semiconductor Technology Center Program, CHIPS National Advanced Packaging Manufacturing Program, CHIPS Metrology Program, and CHIPS Manufacturing USA Institute.

Unique public-private programs, including NIST's Hollings Manufacturing Extension Partnership (MEP) and Manufacturing USA, help U.S. industry implement new technologies, develop robust supply chains, and realize long-term competitiveness. MEP, with centers in every state and Puerto Rico, assists growth-oriented U.S.-based small and medium-sized manufacturers. Manufacturing USA, a network of advanced manufacturing institutes, is intended to bridge the gap from discovery to production and help ensure that U.S. inventions move beyond laboratories to become products manufactured by workers in the United States. NIST's Technology Partnerships Office, in addition to serving NIST scientists with their intellectual property and collaboration needs, leads federal technology transfer policy, serves as the host agency for the Federal Laboratory Consortium for Tech Transfer, and compiles and reports USG-wide metrics focused on maximizing outcomes from federal R&D investments to benefit the U.S. economy and society.

NTIA administers the \$1.5 billion Public Wireless Supply Chain Innovation Fund (Wireless Innovation Fund), a competitive grant program funded by the CHIPS and Science Act of 2022, to secure our communications supply chain and improve the competitive mobile landscape through the adoption of open and interoperable networks, including Open Radio Access Networks (Open RAN). The first funding opportunity focused on testing and evaluation and testing methods R&D and awarded over \$140 million across 17 grantees. In May 2024, NTIA published a second \$420 million funding opportunity focused on open hardware commercialization and innovation, and NTIA anticipates beginning to make awards this year. In addition, NTIA oversees the implementation of the 2023 National Spectrum Strategy (NSS). As part of this effort, NTIA works with federal partners to advance a series of in-depth spectrum band studies to build a pipeline of spectrum for advanced wireless technologies, including in the in-demand Lower 3 GHz and 7/8 GHz bands. NTIA also works with DoD on the development of dynamic spectrum sharing technologies to expand opportunities for access to this vital and scarce



resource. Applied research at NTIA’s Institute for Telecommunication Sciences (ITS) supports efficient spectrum utilization. ITS’ R&D capabilities support advanced spectrum sharing, electromagnetic compatibility, propagation modeling, and next generation wireless network technologies. ITS also conducts 5G coexistence testing with DoD radars and is leveraging investments in applied R&D to inform spectrum efficiency and optimize use of AI and machine learning (ML).

Departmental efforts further support the national security innovation base. ITA provides market research and networking opportunities that help U.S. companies attain global market access for exporting products and services, and BIS enforces export controls that keep U.S. technology out of the wrong hands. NIST’s atomic clocks are critical to the Nation’s position, navigation, and timing infrastructure. NIST provides calibrations and support directly to defense and national security-related agencies enabling the continued operation of advanced weapons systems.

Outside of investments in semiconductors and broadband, R&D programs and projects across the federal government, including those at the Department of Commerce, have not received appropriations at levels associated with presidential budget requests or at congressionally authorized levels. For example, EDA’s Tech Hubs program has only received approximately 5% of its authorized funding. Tech Hubs aim to strengthen U.S. economic and national security with investments in regions across the country with assets and resources with the potential to become globally competitive in the technologies and industries of the future. Continued investment is necessary to revitalize laboratories, provide staff with safe working environments, and ensure that NIST and more importantly the Nation is not left behind. Further, the Department relies on attracting the best scientific and engineering talent from around the world. Worldwide demand for scientists and engineers risks significant long-term impacts for the competitiveness of the Department’s R&D roles and the entirety of the U.S. R&D ecosystem. Strategic investment in federal R&D infrastructure will help mitigate some challenges in attracting top talent.

Next Steps

NIST’s award for up to \$70 million for a new Manufacturing USA institute focused on AI for resilient manufacturing is expected in Spring 2025. NIST will further continue to produce guidance in areas including AI and cybersecurity through early 2025. NTIA will advance a third Wireless Innovation Fund funding opportunity, while continuing to evaluate applications and make awards under the second funding opportunity. The NSS spectrum band studies will evolve into reports identifying opportunities for spectrum access within the next two years. ITS’ future R&D goals include additional coexistence testing for 5G/6G/nG systems; advancing trusted propagation models; expanding AI/ML applications in spectrum management; and work to enable spectrum sharing between federal and non-federal systems. The Department will also continue implementing CHIPS Act programs, with several activities anticipated through early 2025.²

² More information on CHIPS Act programs can be found in the *Revitalizing Domestic Semiconductor Manufacturing* policy paper.



Advancing Artificial Intelligence (AI) Innovation

Executive Summary

To realize AI's transformative benefits across all sectors of American society, we must also manage its potential risks. If successful, U.S. industry can maintain its competitive edge in global markets and continue to invent and commercialize technologies that improve the quality of life for people here and around the world. The Department of Commerce leads in creating the Nation's responsible AI innovation ecosystem. Across the bureaus, the Department commits to meeting the opportunities and challenges of AI in close collaboration with stakeholders inside and outside of government, as well as with international partners.

Background

AI offers the promise of accelerating scientific discovery, technological innovation, and widespread economic growth. That same promise also brings significant risks if AI is not developed in a safe, secure, and trustworthy way and deployed responsibly, particularly as AI systems become more powerful and widely adopted. The Department is resolved to help realize the benefits of AI while combating those risks and is committed to ensuring that the United States remains a global leader on safe AI innovation.

Safety breeds trust; trust promotes adoption; and adoption accelerates innovation. To accelerate U.S. competitiveness, the Department is driving the trustworthy development, commercialization, and responsible deployment of AI. The Department and its bureaus aim to 1) bolster AI measurement science and standards; 2) advance AI safety, security, and trust, including preventing AI-related risks to national security; 3) foster an innovative, competitive, and informed marketplace for AI; and 4) examine ways to use AI responsibly to enhance the Government's work.

NIST is building the scientific foundation for measuring, testing, and evaluating AI systems for safety and trustworthiness. NIST produces voluntary guidelines for governing, understanding, measuring, and managing risks of AI systems, including generative AI. NIST houses the U.S. AI Safety Institute (AISI), which works to advance the science of AI safety and the implementation and adoption of that science, including through safety evaluations of AI models and systems. NIST research, standards engagement, testing, and guidance informs international policy and engagement on AI.

Fostering innovation requires that the interests of intellectual property owners and users be protected. The USPTO has been actively engaging with its stakeholders through its AI and Emerging Technology Partnership to better understand the intellectual property landscape as it relates to AI, including how to protect individuals' names, images, voices, or likenesses (NIL). These engagement efforts have been instrumental in ensuring its policy and procedures keep pace with the rapid development of AI. The USPTO has also issued guidance on patent subject matter eligibility of AI inventions and inventorship for AI-assisted inventions and is working on a set of recommendations for executive action on NIL and copyright that are responsive to



reports being issued by the U.S. Copyright Office, a Library of Congress office, on copyright and AI.

NTIA plays a key role in developing and promoting policies regarding AI to ensure that it is safe, secure, trustworthy, and serves the American people. NTIA has released a report calling for improved AI system transparency and accountability, which includes recommendations on developing new capabilities to monitor for potential risks. NTIA also published a report on dual-use foundation models with widely available model weights, also known as open models. This report assessed marginal benefits and risks of such models, and policy options to maximize these benefits and minimize the risks. In particular, the report recommended that the U.S. Government develop new capabilities to monitor for potential risks but refrain from immediately restricting the wide availability of open model weights of advanced AI systems.

The Department also protects national security interests related to AI. BIS is implementing and enforcing AI-related export controls to ensure that U.S. innovations are not used to undermine U.S. national security. BIS published a notice of proposed rulemaking to enhance the Department’s visibility into large-scale AI model training and compute clusters in the United States. BIS also updated its rules limiting the access of the People’s Republic of China and other countries of concern to advanced semiconductors that could fuel breakthroughs in dual-use AI capabilities. These regulations are specifically designed to control access to computing power to limit the proliferation and development of next generation models and military AI capabilities, which could otherwise threaten the national security of our Nation, allies, and partners.

The Department also works through bureaus such as ITA, NTIA, USPTO, and NIST to ensure U.S. global leadership on innovative, safe, and responsible AI. Bilateral and multilateral coordination through organizations such as the OECD, United Nations, G7, the U.S.-EU Trade and Technology Council, the Network of AI safety institutes, and the IP5 (i.e., the world’s five largest intellectual property offices) also gives the United States, alongside other democracies, avenues to guide global AI governance with democratic values and build support for responsible, pro-innovation, and interoperable approaches to AI policy.

The Department is also undertaking efforts to coordinate AI adoption across bureaus and across government. The Department’s Chief AI Officer oversees the responsible and cost-effective adoption and use of AI to execute bureau missions. Commerce’s Chief Data Officer is developing the Department’s Data Strategy which will lead to the development of AI-ready Commerce data – meaning data enriched with contextual metadata and organized in interpretable standard formats. The Department is also leading an initiative to publish its public data in AI-ready formats so that generative AI systems can better retrieve and interpret Commerce datasets, providing accurate results to users of generative AI applications.



Next Steps

The Department will complete taskings in Executive Order 14110 on Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence, and continue standing up NIST's AISI. Moving forward, AISI intends to convene the global network of AI safety institutes to further collaborations with allies and partners on core questions related to AI safety. The Department will also continue to issue recommendations and guidance. In addition to its continued engagement efforts, the USPTO intends to issue recommendations to the President on copyright and name, image, and likeness issues in response to AI reports published by the U.S. Copyright Office. NIST intends to advance and increase its AI test and evaluation efforts while simultaneously strengthening external collaborations for the development of scientifically backed, consensus-driven AI standards. The Department will issue guidelines and best practices on disseminating open data for generative AI. The Department will also continue public engagement as well as involvement with international partners to understand the AI landscape and the challenges faced by stakeholders and work towards addressing challenges in ways that support U.S. competitiveness in global technology leadership.



Information and Communications Technology Ecosystem

Executive Summary

The ecosystem of technologies that support information access and communication has become increasingly central to the Nation’s economic growth, security, and prosperity. As this ecosystem has evolved, so too have the risks presented by near-ubiquitous access to and use of the internet, connected devices, and other information and communication technologies (ICTs). The Department plays a variety of roles in the promotion of a trustworthy ICT ecosystem with the goal of shepherding in the next generation of responsible innovation in this space. The Department’s contributions to the ICT ecosystem include research and analysis, grantmaking, international engagement, and national policy engagement.

Background

Research and Analysis

Spectrum Research: NTIA works with DoD on the development of dynamic spectrum sharing technologies to expand opportunities for access; and, with federal partners, advances spectrum band studies to build a pipeline of spectrum for wireless technologies, including in the in-demand Lower 3 GHz and 7/8 GHz bands. NIST leads the National Advanced Spectrum and Communications Test Network, which develops test processes and validated measurement data to develop, evaluate, and deploy spectrum sharing technologies.

Broadband Internet Research: NTIA is a leading research and data source on U.S. broadband availability and adoption. It has funded a supplement to the Census Bureau’s Current Population Survey since 1994. It studies the Internet’s impact on privacy and Fourth Amendment rights.

Next Generation Communications Research: NIST conducts research and provides measurements datasets and models to government, industry, and standard developing organizations in areas related to communications, such as antennas and wireless propagation, materials science and electronics testing, and communications network protocols and standards.

Trade and Industry Analysis: ITA analyzes foreign markets to identify market access issues and advocate for removal of trade barriers affecting U.S. technology companies. As part of its supply chain work, ITA’s Industry & Analysis (I&A) is pioneering new data-driven tools and creating playbooks to assess supply chain vulnerabilities in specific sectors, including ICTs.¹

Grantmaking

NTIA administers nearly \$50 billion in Internet for All grant programs, focused on deployment, access, and adoption of broadband: Broadband Equity, Access, and Deployment (BEAD); Tribal Broadband Connectivity Program (TBCP); Digital Equity Act; Enabling Middle Mile Infrastructure; Broadband Infrastructure Deployment; and Connecting Minority Communities

¹ Note that a separate paper details the Department’s activities related to supply chains.



Pilot Program. NTIA also administers the 10-year, \$1.5 billion Public Wireless Supply Chain Innovation Fund, focused on advancing open, interoperable, and standards-based wireless network technologies.

International Engagement

The Department leads and contributes to international cooperation efforts to advance the broader global ICT ecosystem and a trusted vendor community where U.S. technology exporters can thrive.² Bureaus collaborate with interagency partners and foreign counterparts to advance policies, research, and standards that support U.S. economic interests and facilitate trade.

Through commercial diplomacy and advocacy, ITA works with foreign counterparts to share best practices and align regulatory approaches in various areas affecting the ICT ecosystem. ITA also supports trade missions to strategically selected markets and facilitates bilateral and multilateral dialogues to tackle trade barriers facing digital service exporters.

NTIA represents the US within the Global Coalition on Telecommunications (GCOT), a new group consisting of the US, UK, Australia, Canada, and Japan, that is targeting more concrete, impactful contributions to secure, resilient, and innovative telecommunications networks. NTIA also leads the US-EU Trade and Technology Council Working Group on ICT Security and Competitiveness, where progress is being made to ensure U.S. and likeminded leadership on 6G and promote secure connectivity in third countries.

NIST is the national metrology institute (NMI) for the United States— meaning that it is the “keeper” of the U.S. measurement standards, including for weight, time, and temperature. Other countries have their own NMIs and, with NIST, they work together to advance measurement science, providing the foundation for innovation in every industry and sector, including ICTs.

National Policy Engagement

The Department engages on a range of ICT policy topics and functions domestically. NTIA manages the Federal government’s use of spectrum to meet the Nation’s diverse spectrum needs and drive efficient use of this limited resource. NTIA also developed and leads implementation of the 2023 National Spectrum Strategy. NIST designates qualified U.S accredited conformity assessment bodies to telecom regulatory authorities, such as the FCC, for specific activities; and is responsible for developing the Federal Information Processing Standards (FIPS). BIS’s Office of Information and Communications Technology and Services (OICTS) program includes broad authority to prohibit ICTS transactions that pose undue or unacceptable national security risks.³

Spectrum and Broadband: NTIA ensures that the views of the Executive Branch on telecommunications matters are effectively presented to the FCC, and, in coordination with OMB, to Congress. NTIA and NIST advise various White House efforts to promulgate adoption and deployment of technologies that improve the trustworthiness of the internet, including the

² Note that a separate paper details the Department’s activities related to international standards.

³ Note that a separate paper details the activities of the OICTS Program.



Office of the National Cybersecurity Director's 2024 strategy to advance the security of internet traffic routed via the Border Gateway Protocol. The Department leads here, as illustrated by its 2024 efforts to create Route Origin Authorizations for its own IP addresses. Additionally, as part of NTIA's FCC engagement, and collaborating with NIST on technical inputs, NTIA filed in the FCC's Internet Routing Security Reporting Requirements proceeding.

Privacy, Data Protection, and Copyright: NTIA has led efforts to promote the passage of domestic privacy and data protection reform spanning Administrations of both parties, and it has a statutory role in the Digital Millennium Copyright Act's triennial 1201 exemption review proceeding, led by the Copyright Office. NIST conducts research with an end goal of improving the usability of privacy mechanisms so that people are better able to protect their sensitive information online. ITA promotes best practices and provides practical tools for U.S. businesses to meet data privacy and protection requirements across different jurisdictions by leading the U.S. government's participation in and administration of the Data Privacy Framework program and as the Chair of the Global Cross-Border Privacy Rules Forum.

Cybersecurity: The Department plays key roles in promoting information and communications security. NIST works with industry, federal agencies, and other stakeholders [to develop information technology standards](#) and guidelines as part of its statutory role under Federal Information Security Modernization Act (FISMA). For example, in 2023, NIST published a framework of outcomes for ICT Risk. NIST also operates programs such as the Cryptographic Module Validation Program and National Vulnerability Database. NTIA participates in the interagency Vulnerabilities Equities Process. NIST, NTIA, and BIS have led initiatives under the National Cybersecurity Strategy Implementation Plan.

Online Health and Safety: The Department engages in a range of issues regarding platform governance, including developing policy regarding children's online health and safety. NIST researchers have published best practices for policymakers and the public, including internet safety and security tips for parents and best practices for talking to kids about online privacy. The Kids Online Health and Safety Task Force, co-led by NTIA and HHS's Substance Abuse and Mental Health Services Administration (SAMHSA), released a report in 2024 with recommendations for safer social media and online platform use for youth. NTIA is conducting international engagement on this topic, including through the development of joint statements.

Next Steps

The Department will continue to pursue activities related to the topics described above, while tackling emergent issues related to AI, 6G networks, platform governance, public safety communications, and evolving personal data collection and processing laws and regulations.



Digital Infrastructure

Executive Summary

Digital infrastructure is the building block of American life, economic growth, and innovation and is critical to our national security. The Department of Commerce is driving policy changes in this space and administering transformational programs to address the country's digital infrastructure needs. The Internet is an essential tool for access to work, education, healthcare, and public services. Yet, many Americans still lack access to quality, affordable high-speed Internet. A digital divide persists, highlighted even more starkly during the COVID pandemic, as more than seven million locations in the United States do not have broadband infrastructure and approximately 20% of Americans do not actively use the Internet. To address this digital divide, the National Telecommunications and Information Administration's (NTIA) is working to promote universal broadband access and adoption through four interconnected pillars, including broadband funding, leveraging data, facilitating coordination, and building capacity.

Advanced telecommunications networks serve as the digital infrastructure underpinning broader technological leadership, economic prosperity, competitive advantage, public safety, and national security. While this infrastructure is generally owned by the private sector, critical public interests and past experiences highlight the need for policymakers to affirmatively promote a vibrant, competitive, trusted, and secure telecommunications ecosystem. NTIA has helped drive the U.S. Government's engagement on advanced telecommunications networks such as Open Radio Access Networks (Open RAN), a key aspect of both domestic and international efforts to promote secure and resilient digital infrastructure.

Background

The Department's digital infrastructure workstreams cover a range of policymaking, programs, and initiatives both in the United States and abroad, with a special emphasis on the following.

Broadband

NTIA administers six broadband grant programs with the largest public investment (nearly \$50 billion) in our Nation's history to close the digital divide: Broadband Equity, Access, and Deployment (BEAD, \$42.45 billion), Digital Equity Act (DE, \$2.75 billion), Enabling Middle Mile Infrastructure (MM, \$1 billion)—all funded by the Infrastructure Investment and Jobs Act (IIJA); the Broadband Infrastructure Deployment Grant program (BIP, \$300 million) and the Connecting Minority Communities Pilot Program (CMC, \$268 million)—both funded by Consolidated Appropriations Act of 2021 (CAA 21); and the Tribal Broadband Connectivity Program (TBCP)—funded by both IIJA (\$2 billion) and CAA 21 (\$1 billion). This grant program portfolio is interconnected, folding in broadband infrastructure deployment with broadband adoption and use activities, e.g., digital literacy and training, free or subsidized devices. To date, NTIA has awarded more than \$31.2 billion in funding across its programs.

NTIA implements its legacy base programs, in tandem with and in support of these above base programs: ACCESS Broadband Act, BroadbandUSA program, National Broadband Availability



Map (NBAM), Office of Minority Broadband Initiatives (OMBI). The bureau also supports interagency coordination efforts. These programs help to further the deployment, adoption, and use of broadband, which lay the groundwork for sustainable economic growth, improved education, public safety, health care, and the advancement of other national priorities.

5G and Open RAN

Open RAN represents a transformational step forward in improving resilience, supplier diversity, and innovative capacity across vital digital infrastructure supply chains, particularly for wireless communications networks. The Department continues to advance the U.S. Government’s domestic and international engagement on Open RAN, in alignment with strategic direction from the National Security Council. This has included: 1) developing and administering the \$1.5 billion Public Wireless Supply Chain Innovation Fund (Wireless Innovation Fund) to advance Open RAN; and 2) building the international consensus and partnerships needed for Open RAN to achieve scale and deliver fully on its potential public policy and commercial benefits. As part of its broader work to advance secure and resilient digital infrastructure into the long term, NTIA has also requested stakeholder input to inform future U.S. Government engagement in support of 6G development and deployment (i.e., not limited to efforts on Open RAN alone) through its “Advancement of 6G Telecommunications Technology” Request for Comment (RFC).

The NTIA-administered Wireless Innovation Fund is a 10-year, \$1.5 billion grant program—funded by the CHIPS and Science Act of 2022—focused on advancing open, interoperable, and standards-based wireless network technologies. The fund aims to foster competition, lower costs for consumers and network operators, support innovation across the global telecommunications ecosystem, and strengthen the 5G supply chain. The first funding opportunity focused on testing and evaluation (T&E) and testing methods R&D. It concluded in February 2024 and awarded over \$140 million across 17 grantees. In May 2024, NTIA published a second \$420 million funding opportunity focused on open hardware commercialization and innovation, and NTIA anticipates beginning to make awards this year.

As the National Metrology Institute for the United States, NIST’s research in advanced communications is centered on advances in communications measurements in support of communication and spectrum policy, including the National Spectrum Strategy and its implementation. NIST works with industry consortia such as the NIST NextG Channel Model Alliance and the Open Radio Access Network Alliance to ensure continued U.S. leadership in international standards development organizations such as the International Organization for Standardization, the International Telecommunications Union, and the 3rd Generation Partnership Project.

International adoption and participation in Open RAN supply chains will be crucial to ensuring the approach can achieve the commercial scale needed to make a lasting impact. NTIA has helped to operationalize relevant collaborative mechanisms with U.S. partners and allies, such as the Global Coalition on Telecommunications (GCOT), a five-government body committed to joint initiatives to foster telecommunications diversification, security, and resilience priorities, along with 6G and other next-generation advancements.



Data Centers

Looking towards the future, critical and emerging technologies have accelerated demands for more computing infrastructure. Data centers – digital infrastructure that houses computing machines that process, store, and transmit large amounts of data – enable this work, as does the telecommunication infrastructure needed for information delivery. NTIA is examining investment barriers and opportunities for domestic data center growth and resiliency through an RFC that was released in September 2024.

Next Steps

Broadband

NTIA will make the majority of its DE awards in FY 2025, complete those awards in FY 2026, and expects to implement those projects through FY 2031. In FY 2025, states and territories will submit their BEAD Final Proposals outlining how they will apply funds to ensure universal service. NTIA will review and approve those proposals and expect infrastructure deployment to start in late FY 2025 and complete in FY 2032. Through FY 2025-2028, MM projects will continue their deployment/execution. For TBCP, the last set of awards will be made in FY 2025, and earlier funded projects will begin to close out their funded activities on a rolling basis through FY 2031. The BIP and CMC programs will complete project implementation in FY 2025 and FY 2026. For all programs in the implementation phase, NTIA will work closely with grantees to provide technical assistance to aid in the successful project execution, balanced with vigorous grant monitoring and oversight activities to guard against waste, fraud, and abuse.

Wireless Innovation Fund

NTIA will begin awarding grants from the second funding opportunity in late 2024. The third funding opportunity is expected in early 2025. By rapidly delivering funding, the Wireless Innovation Fund can make an immediate, transformative impact on the wireless market ahead of 6G market installation and the 5G equipment refresh cycle.

6G RFC

NTIA is reviewing comments, which were due in August 2024, to formulate recommendations for U.S. Government policy to support development of secure, open, and resilient 6G networks.

Data Center RFC and Green Paper

NTIA will review comments, which are due in November 2024, and develop recommendations in a Green Paper identifying avenues for the U.S. Government to improve investment, supply chain resilience, and security.



Public Safety Communications

Executive Summary

The Department of Commerce has equities in public safety communications through the National Telecommunications and Information Administration (NTIA), the First Responder Network Authority (FirstNet Authority) within NTIA, and the National Institute of Standards and Technology (NIST).

NTIA has key statutory and delegated responsibilities related to the FirstNet Authority, an independent authority within NTIA. The FirstNet Authority is responsible for deploying the nationwide public safety broadband network to provide a hardened network with priority and preemption for public safety professionals. In December 2024, the newly appointed FirstNet Authority Board will hold a quarterly meeting that will be the first meeting since the Secretary of Commerce appointed 11 of the 12 non-permanent seats to 3-year terms. Finally, the FirstNet Authority terminates in February 2027 and should be reauthorized before the government entity sunsets.

NIST's Public Safety Communications Research (PSCR) program advances public safety communications technologies by accelerating the adoption and implementation of the most critical capabilities to ensure the public safety community can more effectively carry out their mission to protect lives and property during day-to-day operations, large scale events, and emergencies.

NTIA also has a significant role in upgrading America's 9-1-1 systems, which are in dire need of Next Generation 9-1-1 technologies that match the 21st century capabilities the public has available every day on their personal cellular phones.

Background

FirstNet Authority

The FirstNet Authority was established in 2012 under the Middle Class Tax Relief and Job Creation Act. It is led by a Board established in the Act comprised of 3 permanent members, who are the incumbents serving as representatives of the Attorney General of the United States, the Secretary of Homeland Security, and the Director of OMB. In addition, the Secretary of Commerce appoints 12 non-permanent Board members to 3-year terms. Non-permanent members must fit into several statutory qualifications and may serve 2 full consecutive terms. The FirstNet Authority has approximately 230 federal employees led by a career senior executive serving as the Executive Director.

NTIA has several statutory and delegated responsibilities related to the FirstNet Authority. Under its enabling statute, the FirstNet Authority may collect certain fees, but those fees must be approved by NTIA on an annual basis. Over its 25-year contract with AT&T, the FirstNet Authority will be collecting \$18 billion in fees from AT&T to reinvest into the network and pay



for the operations of the FirstNet Authority. NTIA has the delegated responsibility from the Secretary of Commerce to recruit, interview, vet, and recommend non-permanent candidates for the FirstNet Authority Board. The Secretary has retained the actual appointment decisions. NTIA also recommends a Board Chair for the Secretary’s consideration. NTIA is responsible for hiring independent financial auditors each year to perform a commercial audit of the FirstNet Authority beyond the Department of Commerce financial statement audit. Lastly, NTIA engages on a regular basis with the Board members and senior management officials regarding network operations, reinvestment into the network, OIG audits, and other key topics.

To fulfill its responsibility to deploy the nationwide public safety broadband network, the FirstNet Authority must ensure the safety, security, and resiliency of the network, including protecting and monitoring against cyberattack. In addition, the FirstNet Authority:

- Manages and oversees the execution of contracts or agreements with non-federal entities, (primarily with its contractual partner AT&T) to build, operate, and maintain the network;
- Engages with public safety entities and associations, industry, and government organizations to understand their trends, drivers, and priorities for wireless broadband communications; and
- Identifies and prioritizes investment opportunities for enhancing the FirstNet Network, including anticipated investments to expand coverage on FirstNet to ensure public safety has the communications tools they need to save lives and protect communities. These investments are funded with the fees that are approved by NTIA.

By law, the FirstNet Authority is scheduled to terminate on February 22, 2027—15 years after enactment—unless reauthorized prior to that date. NTIA has recommended that Congress reauthorize the FirstNet Authority in testimony during congressional hearings by the Assistant Secretary of Commerce for Communications and Information and in reports to Congress.

NIST

NIST conducts research, development, testing, and evaluation for public safety communications technologies and works closely in partnership with stakeholders across public safety, industry, government, and academia. NIST’s research efforts focus on five key areas: 1) user interface and user experience; 2) location-based services; 3) mission critical voice; 4) security; and 5) uncrewed aircraft systems. NIST conducts its research through facilities including the Public Safety Innovation Lab and Public Safety Immersive Test Center, a state-of-the-art facility in the FirstNet Authority’s technical facility in Boulder, Colorado, designed and built for purposes related to user interface/user experience and indoor location-based services for researchers and innovators. NIST’s work includes intramural impacts through research, standards, and stakeholder outreach, as well as extramural impacts through grants and cooperative agreements and open innovation challenges.

9-1-1



For more than 55 years, 9-1-1 systems have served the needs of the public in emergencies. As communication technologies have evolved to include wireless phones, text and picture messaging, video chat, social media, and Voice over Internet Protocol (VoIP) devices, the 9-1-1 systems have not kept pace and are unable to accept information from these new communication methods. The future success of 9-1-1 in serving the public's needs will only be possible when our 9-1-1 centers have transitioned from analog to Internet Protocol (IP)-based 9-1-1 systems, commonly referred to as Next Generation 9-1-1 (NG 9-1-1). The major attributes of NG 9-1-1 are systems that are interoperable, multimedia capable, resilient/reliable, and secure. In today's environment, 9-1-1 centers, even in neighboring jurisdictions, do not have end-to-end interoperability across the multiple 9-1-1 technologies used. The public cannot submit data such as video and pictures via the 9-1-1 network except in situations where a more affluent 9-1-1 center is using an "over-the-top" solution that creates a virtual private network (VPN) connection outside of the resilient, priority-based 9-1-1 infrastructure. And, most importantly, data such as Internet of Things (IoT) and sensor data, videos and pictures of incidents, and other critical data is not being shared with the first responders in the field to improve the effectiveness of their responses, provide situational awareness, and increase responder safety.

For an 18-year period from 2004 until 2022, NTIA had a statutory partnership focused on 9-1-1 with the National Highway Traffic Safety Administration in the U.S. Department of Transportation called the 9-1-1 Implementation Coordination Office (ICO). The ICO funded two rounds of grants during its existence and performed other limited statutory duties. The ICO sunset on September 30, 2022. One of the other ICO projects, completed in 2018, was the Report to Congress titled "Next Generation 9-1-1 Cost Estimate" that examined the likely cost to deploy NG 9-1-1 nationwide as a range of between \$9.5 billion and \$12.7 billion.

Next Steps

The FirstNet Authority terminates in February 2027—just 2 years and 1 month after the 2025 Inauguration, so movement on that end date is crucial. Uncertainty about the FirstNet Network will impede user adoption as well as jeopardize this public safety communications network used by over 28,500 public safety agencies across the country.

NTIA expects to publish a Federal Register Notice in January/February 2025 to commence the FirstNet Authority Board Recruitment process to seek expressions of interest for the one Board vacancy that occurs in September 2025.

Congress is contemplating bills that would assign a multibillion-dollar Next Generation 9-1-1 grant program to NTIA as the administrator. While there is bipartisan support for upgrading our 9-1-1 systems, the source of funding for this multibillion-dollar grant program remains a challenge.



Environment and Economic Development

How Observations, Modeling, and Prediction Will Support New Business Sectors

Executive Summary

NOAA's environmental observations, collected from satellites and in-situ systems, support advanced modeling that is crucial for promoting economic growth and supporting commercial sectors by providing real-time, actionable insights. These capabilities help industries anticipate natural hazards, optimize operations, and build resilience. Accurate forecasts and timely warnings empower sectors such as agriculture, energy, insurance, and transportation to protect their assets, ensure operational continuity, and drive growth. These products and services include space weather, fire weather, extreme precipitation, and marine observations. NOAA is expanding its public-private partnerships to apply NOAA data through its new Industry Proving Grounds program.

NOAA also fosters environmental stewardship and optimizes advances in science and technology to create value-added, data-driven sustainable economic development, with a particular focus on the New Blue Economy—a knowledge-based enterprise that builds on traditional ocean and coastal uses while promoting the gathering and use of new and enhanced ocean and coastal information to address societal challenges—by ensuring stakeholders can access and use NOAA data to expand economic development. NOAA is expanding its public-private partnerships to support the New Blue Economy through its new Ocean Based Climate Accelerators program and is working closely with EDA to leverage best practices for economic development, such as those honed through EDA's American Rescue Plan programming focused on transforming communities while addressing their needs today.

NOAA fosters the conditions for economic growth and technological advancement of the U.S. commercial space industry. The Office of Space Commerce coordinates regulatory functions across domestic and international stakeholders to promote competitiveness, grow the customer base for U.S. commercial space goods and services, improve space safety and sustainability, promote commercial space innovation, and advance development and application of space-based Earth observation capabilities for better decision-making by the public and private sector.

Background

Industry Proving Grounds (IPG)

Through its ~\$85M [investment](#) for [Industry Proving Grounds \(IPG\)](#), NOAA aims to improve risk modeling at climate timescales to support decision making, and work with companies on the development of risk models for use in underserved communities. This aggressive and innovative investment into the public-private partnership will help enhance data provisioning technologies, develop and demonstrate efficient and industry-specific applications of NOAA data, and build the future workforce. Partnerships are in three major areas: engineering, reinsurance and retail.

- **American Society of Civil Engineers (ASCE):** In February 2023, NOAA and ASCE signed an MOU to integrate the best available climate science into the next generation of ASCE codes and standards. To date, ASCE standards have not accounted for a changing climate. A joint task force, including participation from NIST, FEMA, and NASA, has been



established to address ASCE's needs and enhance the flow of information from NOAA to support the development of updated engineering standards.

- **Reinsurance Association of America (RAA):** Reinsurance is vital for protecting the financial stability of insurance companies by providing them with coverage that enables quick payouts to communities affected by extreme weather events. NOAA, through its recent MOU and partnership with RAA, is enhancing risk modeling and analysis to help insurers make informed, climate-smart decisions that protect lives and property.
- **Retail Industry Leaders Association (RILA):** Since 2021, NOAA has partnered with RILA to develop tailored products and services that help retailers build climate resilience, maintain eco-friendly infrastructure, and achieve sustainability goals. The retail industry, collectively the largest private-sector employer in the U.S. and a key economic driver, relies on accurate and timely environmental data to protect its operations and communities, and inform its strategies.
- **National Science Foundation (NSF) Industry-University Cooperative Research Centers (IUCRCs):** IUCRCs are partnerships between industry members, universities (typically multiple institutions), and the NSF. They generate ongoing R&D funded by industry actors (in the pre-competitive layer; results are available to all partners) and contribute to workforce development. The IPG has resourced NSF to establish IUCRCs responsive to the insurance/reinsurance industry's emerging science needs related to a changing climate, and in particular to improve the uptake of NOAA information and expertise by industry and the rising academic workforce.

Ocean-Based Climate Resilience Accelerators

Ocean-Based Climate Resilience Accelerators (OCRA) is a new competitive grant competition that invests approximately \$60 million in a network of novel business accelerators that support ocean observation technologies and information services in order to find solutions to climate-driven challenges. OCRA fills a critical unmet market need and fosters public-private partnerships to help support small businesses that are developing sustainable technologies geared toward climate resilience. OCRA invests in business accelerators that bring together stakeholders to understand how ocean observation technologies and information services can support solutions to specific climate resilience challenges and foster sustainable business models geared to help communities prepare for, adapt to, and build resilience to changing climate conditions.

To help businesses address these challenges while producing public-private partnerships that benefit the Nation, OCRA is funding eligible U.S.-based organizations to develop business accelerators to attract capital, mature technologies, and scale business models for climate impact and economic prosperity across the theme areas of:

- Ocean-based renewable energy;
- Coastal and ocean carbon sequestration monitoring and accounting;
- Hazard mitigation and coastal resilience;
- Ecosystems services, including change detection, change analysis and change adaptation and mitigation; and



- Other ocean, coastal and Great Lakes-based climate resilience theme areas as determined by the applicants.

Office of Space Commerce (OSC)

OSC is purchasing and evaluating commercially available observations, software, and analytical services related to space situational awareness (SSA) for potential use in its [Traffic Coordination System for Space](#) (TraCSS). If deemed feasible, these commercial capabilities could someday augment governmental data in TraCSS to improve the modeling and prediction of potential collisions of satellites with other satellites or space debris, so OSC can issue accurate, actionable safety alerts and warnings to satellite operators. This activity supports the sustainable growth of commercial activities in space and the development of the nascent commercial industry of collecting and providing SSA data and services. Continued policy and funding support is needed to bring the TraCSS program into full service. This includes obtaining statutory authorization for OSC to provide SSA data and services to the public without incurring legal liabilities. OSC also seeks authority to direct spacecraft operators to use SSA services for spaceflight safety.

Next Steps

IPG

- By December 2024, deliver industry-specific information through tailored web interfaces for reinsurance, retail, and engineering to improve streamlined access to, and uptake of, critical NOAA climate information.
- By September 2025, conduct multiple engagements with the three IPG priority sectors (including at their annual conferences), resulting in gathering/translating the sectors' priority needs as well as feedback from them on their experience using our products and service solutions.
- By September 2025, in partnership with NSF, establish one additional Industry-University Cooperative Research Center supporting the Reinsurance sector to meet risk modeling needs of Reinsurance and Catastrophe Modeling.

Ocean-Based Climate Resilience Accelerators

- By early winter 2024, review all Phase 2 proposals and select the final 4-5 recipients. This competitive funding opportunity is structured in a two-phase process, with Phase 2 proposals submitted by August 6, 2024, and approximately \$54M available in total award funding.
- In Calendar Year 2025, Phase 2 projects begin and are expected to proceed for a 4-year period.

OSC

- By September 2025, complete the deployment of Phase 1 of the TraCSS program, consisting of on-orbit conjunction screening and safety services. This involves migrating commercial and civil users of the Department of Defense's Space-Track.org to TraCSS.gov.
- By December 2025, complete construction and initiate 24/7 operations of the primary TraCSS operations center in Boulder, CO, providing global spaceflight safety services.



Environmental Intelligence for a Climate-Ready Nation

Building a secure, accurate, useful, and reliable supply of climate, weather, water, ecosystems data, information, products and services

Executive Summary

Droughts, floods, wildfires, heatwaves, extreme weather events, and sea level rise are impacting every corner of the planet, including the communities in which we live. These events result in the loss of lives and livelihoods, the destruction of critical infrastructure and ecosystems, destabilization of communities and governments, and economic impacts that cost the United States approximately \$150 billion each year.¹ It is also important to note that climate impacts are distributed unevenly; for example, in the United States, communities of color, low-income households, immigrants with limited English proficiency, unhoused individuals, rural communities and agricultural workers are disproportionately impacted by climate change.²

Recent economic studies have demonstrated investments in climate resilience yield economic benefit cost ratios of 13:1 or higher with information services such as early warnings having among the highest returns on investment.^{3,4,5} Across the United States, individuals, organizations, businesses, communities, and governments are successfully using NOAA's environmental intelligence to understand their risks and vulnerabilities and invest in efforts to prepare for, manage, adapt to, and recover from these disasters, but not at a scale that meets the growing challenges posed by more frequent, intense and widespread storms, droughts, floods, heatwaves, and wildfires. Partnering with service users is critical for ensuring these services meet users' current and evolving needs.

NOAA's environmental intelligence combines investments in observational infrastructure; data and information stewardship; research and development; modeling, prediction, and projection; and service delivery, training, and decision support allowing businesses, federal agencies, emergency managers and communities to understand their risks and vulnerabilities and take decisive action to become more resilient. Collectively, NOAA's environmental intelligence supports a shared understanding of and collective action to reduce the impacts of weather, water, and climate events that serves as a foundation for a thriving, prosperous, healthy, and secure nation.

Background

Information is at the core of the Department of Commerce's mission to promote job creation, economic growth, sustainable development, and improved standards of living for all Americans, and therefore is one of the Department's most valuable assets. NOAA leads the Department's efforts to produce, deliver, and support the use of environmental intelligence that provides advance warnings on weather, water, and climate events that impact every sector of society and

¹ USGCRP, 2023: Fifth National Climate Assessment. Crimmins, A.R., C.W. Avery, D.R. Easterling, K.E. Kunkel, B.C. Stewart, and T.K. Maycock, Eds. U.S. Global Change Research Program, Washington, DC, USA. <https://doi.org/10.7930/NCA5.2023>

² USGCRP, 2023: Fifth National Climate Assessment. Crimmins, A.R., C.W. Avery, D.R. Easterling, K.E. Kunkel, B.C. Stewart, and T.K. Maycock, Eds. U.S. Global Change Research Program, Washington, DC, USA. <https://doi.org/10.7930/NCA5.2023>

³ BCG, 2023: From Risk to Reward: The Business Imperative to Finance Climate Adaptation & Resilience.

⁴ US Chamber of Commerce, 2024: The Preparedness Payoff: The Economic Benefits of Investing in Climate Resilience

⁵ GCA, 2019: Adapt now: a global call for leadership on climate resilience



every community. Droughts and heatwaves negatively affect our food and water security. Floods and storms degrade and compromise the services of critical infrastructure. Wildfires destroy entire communities and ecosystems and affect air quality beyond their physical destruction. As an authoritative provider of environmental intelligence, NOAA is a global leader in the development, innovation, delivery, and use of environmental data, products, and information that empowers and supports citizens, communities, businesses, and decision makers in building equitable, resilient and sustainable communities, ecosystems, and economies in the face of these impacts. NOAA’s environmental intelligence and related services help stakeholders understand their risks, vulnerabilities, and options for preparing for and responding to weather, water, and climate events, so we can prevent and minimize negative impacts on our food, water, energy, and national security; enhance the resilience of communities and economies; support sustainable resource management; and invest in infrastructure that can withstand the hazards of today and tomorrow.

NOAA is elevating the development, innovation, delivery, and use of environmental intelligence through:

- Creation and implementation of the climate-ready nation initiative in partnership with diverse users to improve our ability to predict and respond to hazards such as floods, droughts, heatwaves and wildfires and increase resilience to individual hazards, as well as compounding and cascading risks;
- Modernization of the National Weather Service and climate services to embed experts within more communities and expand specialized meteorologists (e.g., fire weather);
- Ocean mapping and modeling activities that are fundamental to advancing science, building ocean-related industries, informing decisions that balance ocean use and conservation, and enhancing the Nation’s prosperity and security;
- Development of a resilience and security strategy and team to improve the formulation and delivery of environmental intelligence to support national security; and
- Transformative community engagement, partnerships, and technical assistance to facilitate resilience to sea level rise, inundation, and other increasing coastal hazards, including for vulnerable and underserved populations.

Underpinning these efforts are investments in:

- Partnerships with communities, organizations, academia, businesses, and governments to understand and respond to user needs;
- Service delivery and decision support tools that meet the needs of businesses, federal partners and communities most vulnerable to weather, water, and climate hazards;
- State-of-the-art science modeling, prediction and projection capabilities that leverage high-performance computing and the use of artificial intelligence;
- Research and development on the most pressing weather, water, climate, and ecosystem challenges conducted by 6,000 NOAA scientists and engineers;
- Data and information stewardship that leverages cloud infrastructure to store and to deliver more easily accessible and discoverable, user-relevant, authoritative data sets;
- Observational infrastructure that collects environmental information 24/7/365 from the ocean floor to the surface of the Sun; and
- Support to accelerate the growth of small businesses and entrepreneurs focused on developing innovative climate resilience solutions.



Resource constraints prevent NOAA from responding fully and on a sustained basis to the demand for environmental intelligence and associated technical assistance and capacity building to apply it for decision making both domestically and globally, especially as we face a historic expansion of interest in NOAA climate products as communities across the nation and around the world experience extreme climate impacts. In the U.S., NOAA has been able to support less than 5% of community requests to collaborate on community resilience to impacts from extreme weather, sea level rise, and drought.

Next Steps

NOAA seeks to:

- Enhance service delivery to partners by increasing the accessibility and relevance of existing and new decision support products and supporting more robust partnerships, stakeholder engagement, and technical assistance, especially with underserved communities, including through the formation of a Climate Services Federal Advisory Committee and investments in both NOAA and partners' workforces to ensure that current and future climate services needs are met.
- Improve environmental measurements, predictions, and projections to help communities and businesses prepare for compounding risks from extreme, high-impact weather, water and climate events. NOAA will improve and make more accessible its weather forecasts and climate projections and provide more scalable and tailored information to reduce the impacts of the most costly hazards, including hurricanes, flooding, sea level rise, erosion, drought, air pollution, extreme heat and cold, fire weather, hail, tornadoes, winter storms and marine heatwaves.
- Advance interdisciplinary and integrated research that looks across Earth systems and social sciences to understand the complex, cascading and compounding impacts of weather, water, and climate events. Research will integrate information on extreme weather and climate across sectors and timescales with localized socioeconomic and behavioral data to assess impact and resilience scenarios, potential solutions and implementation strategies. NOAA is accelerating and facilitating the transition of research and development to operations, applications, commercialization and other uses.
- Bolster authoritative data and information stewardship and maximize accessibility, transparency, reliability, usability and public trust in accordance with data community standards and by leveraging cloud infrastructure. NOAA's data will be reproducible, easily discoverable and will work with other products or systems. NOAA will embrace quality-controlled artificial intelligence and machine learning data processes to deliver decision-ready information to meet growing customer demand.
- Enhance comprehensive observations and monitoring systems by sustaining and improving observing and data dissemination system infrastructure with new technologies, expanding coverage especially in Hawaii, Alaska and the U.S. territories, and leveraging more observations through innovative public and private partnerships. The agency will develop a comprehensive observation portfolio and deploy next-generation radar and satellite programs and data processing systems — as well as other remote sensing and in-situ observation platforms, such as advanced aircraft, ships and uncrewed systems.
- Create an integrated community of practice of climate services professionals across NOAA to coordinate internal actions more effectively and engage users more coherently.



Workforce Development

Executive Summary

Guided by its overarching mission to create the conditions for economic growth and opportunity for all communities, the Department of Commerce sees economic development and workforce development as inextricably linked. The Department has a three-prong approach to building sustainable, employer-driven career pathways to meet employers' need for talent and to connect Americans to good jobs:

1. **Invest** in employer-driven regional workforce education and training systems that lead to good jobs.
2. **Foster transformative employer practices** to address challenges in identifying, recruiting, and developing a diverse, skilled workforce.
3. **Produce** and disseminate **timely, clear data** and information to help Americans discover and participate in opportunities for skills development and economic advancement.

Background

Our Nation's global competitiveness derives from the ingenuity, skills, and drive of the American people. The United States has been the world's leader in technological innovation for decades, and that leadership has happened in large part because of public and private investments in education and workforce training.

The Department has dedicated more than \$2 billion in recent years to nationwide workforce investments. These investments can range from planning, construction, equipment, and other capital purchases to the design, development, and implementation of training programs, which also include support services that remove barriers to access. Training investments are rooted in employer-led partnerships with education, labor, and community groups. The partnerships have clear employer commitments such that workers are gaining the skills needed for real, high-quality jobs that will drive the innovation economy.

A 2024 [Department Administrative Order](#) (DAO) focuses the Department's workforce agenda on the jobs and skills needed to accelerate the development and deployment of critical and emerging technologies, which are essential to U.S. economic competitiveness and national security. The DAO frames a Commerce approach to workforce investments that is employer-led and worker-centric. It establishes the internal Commerce Workforce Council to develop and implement workforce initiatives and coordinate among federal agencies. Led by the Office of the Secretary, the Council includes bureaus with significant education and workforce development initiatives: Economic Development Administration (EDA), National Institute of Standards and Technology (NIST), Census Bureau, National Telecommunications and Information Administration (NTIA), National Oceanic and Atmospheric Administration (NOAA), International Trade Administration (ITA), and Office of the Under Secretary for Economic Affairs.

Investments

The Department's signature workforce investment program is EDA's [Good Jobs Challenge](#). Launched in 2021, this program supports 32 regional workforce training systems that establish employer-led sectoral partnerships that train and place workers in good jobs. It targets underserved populations across the country and can fund support services that overcome barriers



to work, like career guidance and transportation. Originally a \$500-million American Rescue Plan program, the Good Jobs Challenge has continued with \$25 million FY 2024 appropriations, with an anticipated 5 to 8 awards to be announced in winter 2024. Following the Good Jobs Challenge model, NOAA's \$60 million [Climate-Ready Workforce](#) initiative awarded nine competitive grants in June 2024 to establish sectoral partnerships to train and place workers in good jobs that enhance climate resilience.

Consistent with the DAO, the Department prioritizes linking place-based economic development objectives and workforce development needs. NIST's [CHIPS for America](#) program, EDA's Regional Technology and Innovation Hubs ([Tech Hubs](#)) and Distressed Area [Recompete](#) Pilot programs, NTIA's Broadband Equity, Access, and Deployment ([BEAD](#)) and [Digital Equity](#) programs, and NOAA's [Climate Resilience Regional Challenge](#) all intentionally call for and will fund workforce development projects.

Awards made so far reinforce the importance of workforce investments. The Tech Hubs program strengthens U.S. economic and national security through investments in the commercialization of critical technologies in regions across the country with assets and resources to become globally competitive. One quarter of its \$504 million in award funding will go towards workforce development projects. The \$200 million Recompete Pilot program, which aims to improve prime-age (25-54 years old) employment in the country's most left-behind places, is investing 31% of grant funding in workforce training and an additional 18% in support services.

The [CHIPS for America](#) programs have proposed \$500 million in [workforce development investments](#). These include workforce investment commitments articulated in 10 non-binding [Preliminary Memorandum of Terms](#) signed by the Department and semiconductor manufacturers. Also included is a \$250 million investment in the [National Semiconductor Technology Center's](#) (NSTC) [Workforce Center of Excellence](#) (WCoE), the definitive, trusted resource for the U.S. semiconductor industry's workforce needs. It will work with companies, educational institutions, government, and other stakeholders to develop innovative solutions to the industry's workforce challenges, accelerate best practices, and strengthen recruitment and training of the next generation of semiconductor researchers, engineers, and technicians.

The \$42 billion BEAD program funds grants to all 50 states, five territories, and the District of Columbia to expand high-speed internet access by funding planning, infrastructure deployment, and adoption programs. Each state and territory must have a workforce development plan to ensure a trained, capable workforce for BEAD construction. About 25 percent of them have allocated a total of nearly \$200 million in BEAD funds to workforce development initiatives.

Employer Practices

As the trusted voice of business in the Federal government, the Department works with employers to pursue workforce solutions that increase their competitiveness and help workers of all backgrounds secure good jobs.

The Department of Commerce partnered with the Department of Labor to identify the key components that comprise a “good job,” developing the Good Jobs Principles. These eight principles create a framework to achieve a shared employer/worker vision of job quality. Complementing that work and through NIST's Baldrige Performance Excellence program, the Department created the [Job Quality Toolkit](#). It provides strategies and actions that small-to-medium sized organizations can use to improve the quality of the jobs they offer.



The [Million Women in Construction \(MWC\)](#) initiative aims to expand the construction workforce by doubling the number of women in construction over the next decade. The initiative's [CHIPS Women in Construction Framework](#) is a set of five voluntary practices for semiconductor manufacturing companies to increase the representation of women and economically disadvantaged individuals in the construction workforce. Using the Framework, companies and partners volunteer to develop plans supported by proposed CHIPS workforce development funding. Companies like Micron and Intel plan to collaborate with contractors, trade unions, and other community partners. The [MWC Community Pledge](#), signed by major construction contractors, is an industry call to action to voluntary commitments to improve practices to recruit and retain women, including improving conditions on construction sites.

Based at NIST, the [Manufacturing Extension Partnership](#) (MEP) National Network helps small and medium-sized manufacturers address their many workforce needs, including strategic talent planning, recruitment and talent acquisition, customized training, leadership coaching and development, organizational culture, employee engagement, and succession planning.

Coordinated through NIST, [Manufacturing USA](#) is a national network of 17 institutes that align manufacturers of all sizes, academic institutions, and state and federal entities to improve the industry's competitiveness, help fill the gap between basic research and commercialization, and train a diverse, skilled manufacturing workforce. The Department is sponsoring two new institutes: CHIPS Manufacturing USA Institute and AI for Resilient Manufacturing Institute.

Within ITA, [SelectUSA](#) facilitates job-creating foreign direct investment (FDI) into the United States. A well-trained workforce is essential to FDI. To that end, SelectUSA launched the [SelectTalentUSA](#) partnership with the Departments of Labor and Education to provide foreign businesses assistance to help solve their U.S. workforce recruitment and retention challenges, with a strong focus on registered apprenticeships.

Data

The Department is a leading source of labor market data and research. Key data come from the Census Bureau and its [American Community Survey](#), [Current Population Survey](#), [Annual Business Survey](#), and [Center for Economic Studies](#), among other surveys and programs.

Complementing these published statistics, the Census Bureau's [Center of Excellence](#) provides data services and expertise to Department and other agencies' initiatives for program monitoring, impact assessment, and evaluation.

Next Steps

The Department anticipates announcing FY 2024 Good Jobs Challenges awards and awards for the Manufacturing USA CHIPS Institute and AI for Resilient Manufacturing Institute in early 2025. Construction of BEAD-funded high-speed internet networks is likely to begin in multiple states. The NSTC WCoE expects to launch various initiatives, including the National Network for Microelectronics Education, in partnership with the National Science Foundation.



Commerce Tools to Address China and Other Strategic Competitors

Executive Summary

The Department of Commerce has been focused on protecting and advancing the United States' national and economic security while remaining open to constructive, results-oriented engagement and cooperation with the People's Republic of China (PRC) where it is in our interest. The Department's China activities are executed through multiple bureaus and ongoing lines of effort, including supporting domestic innovation and manufacturing, securing and diversifying critical supply chains, protecting U.S. companies from unfair trade, combatting economic coercion, promoting U.S. exports and inward investment in appropriate sectors, safeguarding U.S. strategic technology and national security, and protecting intellectual property. This paper provides an overview of the Department's tools and current initiatives, delving into more detail for topics not covered elsewhere and referencing other relevant transition papers. While much of this work is cross cutting, this paper is organized by bureau and program area for ease of navigation.

Background

The **International Trade Administration (ITA)** counters economic and national security threats posed by China and supports U.S. companies and workers through bilateral and multilateral commercial diplomacy; trade and investment promotion; trade law enforcement and compliance; investment security programs; and by promoting resilient supply chains and U.S. economic competitiveness in areas of strategic importance, including semiconductor manufacturing, EVs, health industries, and energy storage.

- **The U.S.-China Commercial Issues Working Group (CIWG)** was established by U.S. Secretary of Commerce Gina Raimondo and China's Minister of Commerce Wang Wentao during Secretary Raimondo's visit to China in August 2023 to address discrete trade and investment issues and to advance bilateral commercial cooperation. Regular engagement is led by the Global Markets DAS for China, and the CIWG features semi-annual meetings at the Under Secretary/Vice-Minister level. As of November 2024, two CIWG Vice-Ministerial meetings have been held. The CIWG is not a negotiation and does not aim to resolve long-standing trade issues. Rather, we seek solutions on discrete, actionable concerns identified through business community and stakeholder outreach.
- **Countering China in Third Markets** – ITA's Global Markets (GM) unit takes a regional approach to countering China in third markets, including through efforts to increase transparency, advocate for U.S. firms on trade policy and government tenders, and support American companies competing with Chinese entities abroad. ITA's Foreign Commercial Service is rescaling our overseas presence to better position our commercial diplomats to respond to China with an emphasis on the Middle East, Africa, and the Western Hemisphere.
- **Supply Chain Centerⁱ** – In 2023, the [Supply Chain Center \(SCC\)](#) was created to integrate and coordinate Industry and Analysis (I&A)'s efforts as the analytic engine of supply chain resilience policy. The SCC leverages I&A industry expertise to help the U.S. Government be more proactive in addressing supply chain challenges, including Chinese economic coercion, and strategic in setting priorities for action based on data-driven risk analysis.



- **Section 301** – ITA is the Department lead during Section 301 investigations. There are two ongoing 301 investigations being led by USTR, one concerning China’s practices regarding intellectual property (IP) and another on shipbuilding. I&A is providing critical technical expertise and industry-specific knowledge to this process.
- **CFIUS and Outbound Investment** – ITA’s Office of Investment Security (OIS) within I&A is the policy lead for the Department’s participation in the Committee on Foreign Investment in the United States (CFIUS) national security reviews, in collaboration with BIS. OIS and BIS also play an important role in the new Outbound Investment Security Program, which addresses a crucial gap in existing U.S. Government national security authorities to ensure that U.S. investment does not contribute to the national security threat posed by China’s military-civil fusion strategy. This program will prohibit or require notification of certain types of investments into three categories of technologies with important national security implications: semiconductors and microelectronics, quantum information technologies, and artificial intelligence (AI). The program is narrowly scoped and targeted to address the national security threat and prevent unintended economic or market impacts.
- **Anti-Dumping/Countervailing Duties (AD/CVD)** – ITA continues to vigorously administer trade enforcement and compliance, including 238 antidumping and countervailing duty (AD/CVD) orders on imports from China, which is about 34% of the total AD/CVD orders we currently administer, covering products including steel, other metals, foodstuff, and chemicals. ITA is currently conducting 24 AD/CVD investigations of various products from China. In March 2024, Commerce issued [substantial regulations](#) on issues including particular market situations, transnational subsidies, and the potential distortive effects of weak, ineffective, or nonexistent environmental and labor laws on costs or production. The July 2024 [proposed regulations](#) codify decades of past practice on a wide array of issues and, in a few specific areas, tweak that practice to enhance Commerce’s ability to enforce and administer its laws considering global trading patterns.

The **Bureau of Industry and Security (BIS)**ⁱⁱ advances U.S. national security, foreign policy, and U.S. strategic technology leadership in part through implementation of effective export controls, including the administration and enforcement of the Export Administration Regulations (EAR). Export controls pursuant to the EAR complement other Department authorities by countering acquisition of U.S. technology which could facilitate foreign military modernization, weapons of mass destruction proliferation, and human rights abuses by China and others. BIS’s responsibilities also include working with interagency and international partners to impede adversary nation strategies that promote objectives contrary to U.S. and allied national security and foreign policy interests, such as the PRC’s Made in China (MIC) 2025 and Military-Civil Fusion (MCF). It also includes partnerships with law enforcement agencies, including through the Disruptive Technology Strike Force that BIS co-leads with the Department of Justice (DOJ), to aggressively enforce violations of U.S. export controls involving advanced technologies like AI and quantum by China and other nation-state actors to enhance their military capabilities or enable human rights abuses. Additionally, BIS safeguards the United States’ information and communications technology and services (ICTS) supply chain through its implementation and enforcement of authorities to review ICTS transactions. BIS issues ICTS determinations and regulations to prohibit or mitigate unacceptable risks to U.S. national security posed by foreign adversaries, including China.



- **Comprehensive Countrywide Export Controls Targeting Technologies/Sectors** – BIS administers and enforces comprehensive countrywide export controls on key technologies and sectors to the PRC. This includes: controls related to military and spacecraft items under BIS's jurisdiction; multilaterally-controlled dual-use items; and additional controls on predominantly commercial items for military end users/end uses or military-intelligence end users/end uses. In 2022 and 2023, BIS added new controls on advanced computing chips needed to power AI applications for the development of advanced weapon systems and military decision making. BIS also implemented new controls on over 30 types of equipment essential to producing advanced chips. In 2024, BIS imposed new controls on quantum and other emerging technologies.
- **Entity List** – BIS also administers the Entity List, which imposes license requirements on specific businesses, research institutions, government and private organizations, and individuals that are involved in activities contrary to U.S. national security or foreign policy interests. There are now over 850 PRC entities on the Entity List, which backstops the countrywide controls on the PRC.
- **Mitigating National Security Risks in the United States** – BIS implements a program to secure the information and communications technology supply chain from foreign adversaries. To do this, BIS may prohibit or impose mitigating measures on transactions in the United States that (1) involve hardware or software affiliated with foreign adversaries and (2) cause undue risk to U.S. national security. BIS evaluates these transactions by investigating individual companies of concern and by implementing regulations that address broader national security risks across a category of technologies or services. BIS prohibited sales of cybersecurity and antivirus services provided by Kaspersky Lab, Inc., the US subsidiary of the Russia-based antivirus software and cybersecurity company in June 2024, and is currently drafting regulations on connected vehicles, data centers, unmanned aerial systems and artificial intelligence.

The **U.S. Patent and Trademark Office (USPTO)** has a team dedicated to addressing intellectual property (IP) issues with China, including staff based at the USPTO's Alexandria, Virginia headquarters and in the U.S. Embassy in Beijing and consulates in Shanghai and Guangzhou. China has implemented laws, policies, and practices related to technology, innovation, and IP that may encourage or require the transfer of American capital, technology, and IP to Chinese enterprises and negatively affect American economic interests. The USPTO works closely with U.S. stakeholders in the United States and China, ITA and interagency colleagues, and PRC government counterparts to improve the IP environment in China for the benefit of U.S. stakeholders. Efforts include supporting bilateral negotiations (e.g., the 2020 [U.S.-China Economic and Trade Agreement](#) (“Phase One”)), advocating for reforms to Chinese law and policies, advising U.S. stakeholders on China’s IP system, and conducting educational outreach to U.S. small- and medium-sized enterprises.

The **National Institute of Standards and Technology (NIST)**ⁱⁱⁱ plays a key role in strengthening U.S. industrial competitiveness by determining how next generation technologies will work through its research and development efforts for critical and emerging technologies (an area of increasing investment for China). NIST’s [Artificial Intelligence Safety Institute](#) (AISI) is advancing the science, practice, and adoption of AI safety across the spectrum of risks, including those related to



national security. NIST further coordinates USG engagement in standards development organizations, helps shape USG positioning in multilateral fora that develop standards, and engages with private sector partners. Critically, NIST works to sustain our proven, voluntary, consensus-driven, private sector-led standards system. Finally, through the CHIPS for America program, NIST is making investments to revitalize the U.S. position in semiconductor research, development, and manufacturing, while also investing in American workers.

The **National Telecommunications and Information Administration (NTIA)** plays a vital role in ensuring our nation’s international competitiveness with China and securing our telecommunications supply chain. Through the National Spectrum Strategy, NTIA works to expand access to spectrum to enhance U.S. economic competitiveness and protect the security of the American people. NTIA administers the \$1.5 billion Public Wireless Supply Chain Innovation Fund (Wireless Innovation Fund) to ensure that wireless technology is built by the U.S. and its global allies and partners—not vendors from nations that threaten our national security. NTIA’s Communications Supply Chain Risk Information Partnership (C-SCRIP) aims to improve small and rural communications providers’ and equipment suppliers’ access to information about risks to key elements in their supply chain, preemptively reducing threats to U.S. communications networks from foreign adversaries via untrusted equipment. NTIA also plays an important role in working with partners to encourage them to choose trusted vendors over unsecure suppliers, educating them about the risks and the lifetime costs associated with Huawei and ZTE.

The **Economic Development Administration (EDA)**^{iv} plays a critical role in facilitating regional economic development efforts in communities across the nation, including the Regional Technology and Innovation Hubs (Tech Hubs) program. The Tech Hubs program is designed to strengthen economic competitiveness and national security by increasing capacity to manufacture, commercialize, and deploy technology in regions throughout the United States. The program invests directly in burgeoning, high-potential U.S. regions and aims to transform them into globally competitive innovation centers that will scale and commercialize critical and emerging technologies. EDA’s flexible grant investments fund workforce development, business and entrepreneur growth, and technology maturation projects that complement and leverage existing regional assets and enable the industries, companies, and good jobs of the future to start, grow, and remain in the United States.

Next Steps

ITA will continue to push China to engage meaningfully under the CIWG; lead commercial policy initiatives in the Indo-Pacific region to counterbalance the activities of China; work with interagency partners and foreign allies on supply chain resiliency; and ensure resources and personnel are aligned to advance initiatives on supply chain analysis, trade enforcement, trade promotion, and investment screening. For the Section 301 investigation regarding IP, USTR published its final determination regarding certain proposed modifications on September 13, 2024; ITA will continue to engage with stakeholders. For the Section 301 investigation regarding shipbuilding, USTR has until April 17, 2025, to release the results as well as what remedies to take, if any.

BIS will continue to assess and update controls, amend licensing policies, identify parties of U.S. national security and foreign policy concern for addition to the Entity List, and investigate export



control violations through ongoing assessment of China and other strategic competitors that seek to acquire U.S. technology for illicit purposes. BIS continues to protect national security through investigating ICTS transactions linked to foreign adversaries and separately, develop regulations on Connected Vehicles, Advanced Cloud, Unmanned Aerial Systems, and Infrastructure as a Service.

USPTO will continue to engage with U.S. government agencies, U.S. stakeholders, and China counterparts to monitor and improve the IP environment in China.

NIST will increase its coordination with the interagency on standards engagement in advanced communications, quantum information science, and artificial intelligence, among other areas.

NTIA expects the Wireless Innovation Fund Notice of Funding Opportunity #2 award announcements to begin in fall 2024. The third NOFO and subsequent rounds will be informed by NTIA's long-term strategy for Wireless Innovation Fund.

EDA expects to deploy another round of Tech Hubs funding in FY25 (pending appropriations) and will continue to support the 31 designated Tech Hubs, including by continuing its efforts to coalesce private capital and federal support in those Hubs and to collaborate with the national security and intelligence communities to mitigate risks and threats in and across Hubs.

ⁱ See also the “Supply Chains” policy paper.

ⁱⁱ See also the “Role of and enhancements to export controls” and “Protecting information and communications technology and services” policy papers.

ⁱⁱⁱ See also the “Advancing Artificial Intelligence (AI) Innovation”, “International Standards Leadership” and “Revitalizing domestic semiconductor manufacturing” policy papers.

^{iv} See also the “Transforming communities into critical technology ecosystems” policy paper.



The Federal Statistical System

Executive Summary

The Nation's decentralized Federal Statistical System (FSS) is made up of 13 principal statistical agencies and related units and officials across the Federal government. The FSS is charged with the production of timely, accurate, relevant, and objective statistics about the Nation's people, economy, natural resources, and infrastructure.

Background

The Department of Commerce is home to two principal statistical agencies, the Census Bureau and the Bureau of Economic Analysis (BEA). The Department is arguably the public face of the FSS because it houses two of the three most important statistical agencies, the third being the Bureau of Labor Statistics within the Department of Labor. The Census Bureau alone makes up nearly half of the FSS's total budget; in the year preceding the Decennial Census, its budget typically grows to eclipse the budgets of all other principal statistical agencies combined.

Together, the Census Bureau and BEA publish half of the 36 Principal Federal Economic Indicators (PFEIs). These are major statistical series that describe the current condition of the economy, guide U.S. monetary and fiscal policy, and influence financial markets. Designated by the Office of Management Budget (OMB), PFEIs are compiled, released, and periodically evaluated in accordance with procedures established in OMB Statistical Policy Directive No. 3. The Census Bureau's 13 PFEIs include Advance Monthly Sales for Retail and Food Services and Manufacturers' Shipments, Inventories, and Orders. BEA's five PFEIs including Gross Domestic Product (GDP) and Personal Income and Outlays.

Other flagship statistical releases include the Decennial Census, the American Community Survey, and annual population estimates, the results of which guide the allocation of more than \$2.8 trillion in federal funding each year. In addition, the Census Bureau fields hundreds of surveys on its own and for other federal agencies through reimbursable agreements.

Statistical Policy

The Decennial Census is mandated by the U.S. Constitution. In 1952, and again in 1954, Congress codified the Secretary of Commerce's responsibility for taking the Decennial Census in Title 13 of the United States Code. Title 13 also provides strict confidentiality protections designed to protect the data collected from U.S. businesses and persons. Similarly, Title 22 protects data collected by BEA, and Title 26 protects Federal Tax Information collected by the Internal Revenue Service (IRS), some of which is shared through formal agreements between the IRS and the Census Bureau or BEA for statistical purposes. All three of these protections require that data collected from individuals and businesses be protected from disclosure and used only for statistical purposes, never regulation or enforcement.

In the mid-1990s, the National Academy of Sciences (NAS) produced [Principles and Practices for a Federal Statistical Agency](#), which provided guidance about effective management of statistical agencies. OMB codified the central premises of the NAS report into regulation through the 2014 [Statistical Policy Directive No. 1](#) (SPD-1): Fundamental Responsibilities of Federal Statistical Agencies and Recognized Statistical Units. SPD-1 is now codified in the Foundations for Evidence-Based Policymaking Act of 2018 (the Evidence Act).



The four core principles outlined in SPD-1 are for federal statistical agencies to balance: (1) relevance to public policy issues, (2) credibility among data users, (3) trust among data providers, and (4) independence from political and other undue external influence - principles which underpin many of the policy, managerial, and technical decisions across the FSS.

Core Statistical Principles in Practice

The Department has a responsibility to hold itself, the Census Bureau, and BEA accountable to the four core statistical principles, as well as the laws governing data confidentiality for each bureau. The Secretary of Commerce delegates authority to provide oversight of the Census Bureau and BEA to the [Office of the Under Secretary for Economic Affairs](#) (OUSEA).

The core principles are interrelated. Relevance to public policy issues enhances usability and public trust in the FSS, while independence from undue influence improves the credibility of statistical data. However, the core principles can sometimes create tension. Departmental, OUSA, Census Bureau, and BEA leadership strive to ensure statistical data and tools meet the Department's policy needs. At the same time, the fourth core principle calls for independence from undue political interference. Balancing these needs requires careful collaboration.

OUSEA supports the core statistical agency principles and mitigates tensions between them by:

- Conducting policy-oriented research that statistical agencies are constrained from conducting by the core principles and other related law, and by
- Providing a bridge between the technical experts at the statistical agencies and the policy and program leadership across the Department.

Examples of the Department's work in these areas are included below.

Relevance to Public Policy Issues

With the explosion of data availability,¹ decision-makers increasingly expect to be able to rely on evidence to make decisions. In particular, the Evidence Act laid out a comprehensive vision for using evidence produced by the FSS to make sound policy across government.

The Evidence Act mandated that departments have an Evaluation Officer and a Chief Data Officer (CDO). The Department's CDO and Evaluation Officer are housed in OUSA and work to facilitate the design, usability, and impact of data produced across the Department's bureaus. More and better data are a core public good, allowing citizens to make informed decisions about their lives and families. The Census Bureau's [Center of Excellence](#) has projects that link bureau program-level data with Census Bureau statistical data to provide new insights on program efficacy. The Regional Economic Research Initiative in OUSA develops and maintains datasets and provides expert technical consulting to bureaus on the regional and demographic impacts of their programs through analysis of statistical and other regional and local data.

Credibility Among Data Users

¹In 2010, people cumulatively created and stored about two zettabytes of data. In 2025, it is estimated that people will cumulatively create and store 181 zettabytes (1 zettabyte = 1 billion terabytes, 1 terabyte = 1 billion kilobytes, this document = ~40 kilobytes).



Engaging a wide range of data users deeply and directly is key to building credibility – data users feel “bought in” to statistical agency methodology when they more clearly understand the decisions that those agencies have made. The Census Bureau, BEA, and OUSEA engage data users through advisory committees and a wide range of outreach and engagement activities.

Census Advisory Committees include the [National Advisory Committee](#) on Racial, Ethnic, and Other Populations, [Census Scientific Advisory Committee](#), and [2030 Census Advisory Committee](#). BEA receives input from data users through its [BEA Advisory Committee](#). The Census Bureau, BEA, and DOL’s Bureau of Labor Statistics together receive recommendations from OUSEA’s [Federal Economic Statistics Advisory Committee](#).

Trust Among Data Providers

Voluntary responses to federal surveys depend more than ever on respondents’ trust in our ability to keep their data safe and secure. Legal protections like Titles 13, 22, and 26 each provide harsh penalties for any disclosure or misuse of federal data, and statistical agencies have remained at the forefront of the field of [disclosure avoidance](#).

Rising computing power and new artificial intelligence tools increase the threats to the privacy and confidentiality of federal data. The Census Bureau is a leader in developing methodologies to protect the identity of survey respondents and the need for such work is only growing.

Independence from Political and Other Undue Influence

Ensuring independence from political and other undue influence, or the perception of influence, can be a source of tension between the two statistical agencies and political leadership. The Department of Commerce and our statistical agencies must protect statistical data from even the perception of political influence. However, Departmental leadership have a role in guiding the direction of the Census Bureau and BEA’s work. A key distinction is guiding what statistical agencies produce versus how they produce it. Departmental leadership has a clear role in dictating what data and statistics they need to effectively conduct public policy work. A recent example is BEA’s development and production of statistics on the [U.S. Space Economy](#), which began at the direction of Departmental leadership to help meet the needs of the National Space Council.

This distinction between data priorities and data methodology can be difficult to navigate. OUSEA works to support Departmental leadership by translating policy priorities into concrete reasonable measurement requests and determining the extent to which existing data products might meet those needs versus the need to collect new data.

Next Steps

OMB continues to issue regulations that have an impact on the collection of data in the federal statistical system and on the management of statistical agencies. On October 11, 2024, OMB published as a [final rule](#) the Fundamental Responsibilities of Recognized Statistical Agencies and Units (also known as the “Trust Regulation”). It focuses on the third and fourth core statistical agency principles – trust among data providers and independence. Additional guidance is expected in FY25 and FY26, including on agency responsibilities to create a data inventory.



Reduce Pendency for Trademark and Patent Applications

Executive Summary

The USPTO prioritizes providing for the efficient delivery of reliable intellectual property (IP) rights by timely issuing high quality patents and registering high quality trademarks. However, unpredictable events like the COVID-19 pandemic, as well as other changes in examination procedures, applicant behaviors, and workforce trends, have increased the inventory of patent and trademark applications and in turn have increased the pendency of patent and trademark applications. The USPTO is undertaking a number of measures to reduce pendency for both patent and trademark applications.

Background

Patents

In 2019, the USPTO made a number of decisions to improve patent quality, including increasing the time allotted to examine each patent application and increasing examiner hiring goals to accommodate that additional time. In 2020 and 2021, a slowdown in patent application filings was predicted and the USPTO adjusted hiring targets accordingly. The slowdown in filings was more modest and short-lived than expected. This limited slowdown, combined with the increased time allotted per application, as well as the adjusted hiring and a competitive labor market for those with STEM degrees and backgrounds, resulted in an increase in patent application inventory and pendency.

As patent application pendency increased since 2020, the USPTO has worked to reduce it. In June 2024, the average time between filing a patent application and the first office action was 19.8 months, reflecting a decrease from the end of FY 2023 when first office action pendency was 20.5 months. Additionally, as of June 2024, the USPTO complies with applicable patent term adjustment (PTA) timeframes in 79% of mailed office actions and 80% of remaining application inventory and has set long term goals of PTA compliance for all mailed office actions at 90% and total PTA compliance for all remaining inventory at 90%. Complying with PTA not only decreases pendency but also avoids extending the 20-year terms of issued patents, so the covered invention enters the public domain when intended.

While the USPTO works to bring patent application pendency down, the agency received roughly 464,000 serialized patent applications (new utility, plant, and reissue patent application filings) in FY 2023, which represents a slight increase over the 457,576 received in FY 2022.

Trademarks

In response to the trademark application inventory boom in FY 2021 and 2022 during the height of the COVID-19 pandemic, first Office action pendency rose at an accelerated pace from mid-FY 2021 to late FY 2022. In FY 2023, the Trademarks organization flattened the rise in average first action pendency, ending FY 2023 at just under 8.5 months (meeting its goal).



Next Steps

The USPTO is evaluating options to finance aggressive, cost-effective plans for reducing patent and trademark pendency and unexamined application inventory. Aggressive staffing increases to align examination capacity with workload are a key element in both plans. The plans intend to improve PTA compliance results year-over-year and unexamined utility, plant, and reissue (UPR) patent application inventory will decline as patent production output exceeds incoming application filings in the next five years. The trademark pendency reduction plan should achieve pendency targets in the next five years and continue to reduce the unexamined inventory year-over-year.

Patents

The USPTO efforts to bring down patent application pendency (and new, unexamined patent application inventory) include optimizing the routing of patent applications, extending working hours, and increasing examiner pay. These efforts have the promise of creating a better employee experience and also reducing pendency and inventory. When patent examiners are routed applications that match their technical backgrounds and are able to more expediently reroute applications that do not, they can spend more time efficiently examining assigned applications. By extending working hours, examiners can work when they are most efficient and put in longer hours on a given day at their discretion. Increasing examiner pay holds the promise of not only improving employee experience and increasing retention, but also making examiner jobs more competitive in a challenging labor market.

In addition to optimizing application routing, extended working hours, and increased examiner pay, the USPTO concluded that to address the macro trends impacting pendency, more patent examiners working on applications every day were needed. That means the USPTO needs to dramatically increase examiner hiring and retention. To do this, the USPTO is focused on patent examiner hiring and retention efforts. In FY 2023, 644 patent examiners joined the USPTO. This fiscal year, the agency will exceed its goal of hiring 850 patent examiners. In FY 2024, the agency exceeded its goal of hiring 850 patent examiners by onboarding 923 new utility patent examiners. Classes of new utility patent examiners started monthly from April 2024 through September 2024. In FY 2025, a class of new patent examiners started in October 2024 and monthly classes are currently planned for January 2025 through September 2025. The push to hire large numbers of new examiners will continue through at least FY 2025 along with efforts to increase examiner retention. To increase examiner retention, the USPTO is considering various measures including increased engagement with remotely hired examiners early in their tenure, introducing different learning techniques and exploring hybrid training models, providing more in-person training opportunities, increasing engagement with employees who have completed their probationary periods, and exploring updated compensation models.

Also, while the USPTO works to bring pendency down by focusing on its long-term PTA goals, we have received great feedback from entrepreneurs and others who have applied for speedier consideration of patent applications, sometimes obtaining a patent grant within a year.



To further help accelerate the application process, we offer free pre-application assessments and free expedited consideration for first-time filers. We also offer expedited processing, at no additional fee, in priority areas such as semiconductors, green technologies, and cancer treatment and prevention, and expedited examination outside those areas for a fee, through the Track One Prioritized Examination Program.

Trademarks

In an effort to address the extraordinary rise in trademark application pendency during the pandemic, the USPTO designed a comprehensive trademark pendency reduction plan in the first quarter of FY 2024. The plan highlights included shifting the exceptional quality standard from first to final actions, introducing new group and individual award incentives for increased first actions, completing transition of bad faith work to the Register Protection Office (RPO), hiring additional examining attorneys, and optimizing the Trademark Academy training process. In addition, information technology (IT) development resources were added to address needed fixes and make improvements in our internal examination system. These actions, in aggregate, accelerated the reduction in average pendency significantly.

Currently, first action trademark application pendency stands at under 7.8 months, well below our 8.4 month goal for FY 2024. Disposal pendency, which measures the date of filing to issuance of a notice of allowance, registration, or abandonment – including suspended and inter partes proceedings is currently under our FY 2024 goal of 14.4 months.

Trademark application inventory, which contributes significantly to these measures, has reduced over 13% (more than 70,000 application filing classes) since the beginning of the fiscal year. All phases of the pendency reduction plan will continue to be monitored so that adjustments can be made to maintain the positive downward trends in FY 2024 into the coming fiscal year.

For additional information regarding the USPTO's efforts to address patent and trademark pendency, please refer to the USPTO Director's Blog at <https://www.uspto.gov/blog/working-together-tackle-patent-and-trademark-pendency>.



Technology Transfer in International Discussions and Negotiations

Executive Summary

The Pandemic Accord is being negotiated under the auspices of the World Health Organization (WHO) and in connection with these negotiations concerned agencies have reviewed their existing positions on key intellectual property issues, including the long-held U.S. Government (USG) redline position requiring references to the transfer of technology and know-how to be on “voluntary and mutually agreed terms,” otherwise known as VMAT. Retreat from the U.S. position on VMAT will have significant negative implications for U.S. innovation and global competitiveness.

Background

Following the onset of the COVID-19 pandemic, there have been various international efforts to address the COVID-19 pandemic and future pandemics, and these efforts impact intellectual property rights. Specifically, in 2022 at the World Trade Organization (WTO), there was a Ministerial Decision on the TRIPS Agreement (Agreement on the Trade-Related Aspects of Intellectual Property Rights), which provides limitations for the exclusive rights provided under the TRIPS Art 28.1, “by authorizing the use of the subject matter of a patent required for the production and supply of COVID-19 vaccines without the consent of the right holder to the extent necessary to address the COVID-19 pandemic,” otherwise known as the “TRIPS waiver.” There were discussions about extending the TRIPS waiver to the broader category of diagnostics and therapeutics for COVID-19, but momentum died down in early 2024 as demandeurs stepped back. In addition, at the WHO, negotiations started in 2022 to draft and negotiate a WHO convention, agreement or other international instrument on pandemic prevention, preparedness and response (Pandemic Accord), which would apply for any future pandemic.

The proposed Pandemic Accord obligations call for, *inter alia*, the transfer of the technology to support geographic diversification of manufacturing and more equitable preparation and response worldwide, for the next pandemic. Under these obligations, companies participating in research and development toward pandemic preparedness technologies would be encouraged to transfer their technologies to other countries to support equitable pandemic preparedness. These technologies may be valuable not only in preparing for the next pandemic but also for other commercial purposes.

The U.S. is a global leader in innovative technologies and our companies stand at the forefront of innovation in many industries, from pharmaceuticals and biotechnology to cloud computing and artificial intelligence. These valuable technologies are often protected by intellectual property rights, including patents and trade secrets. However, collaborators are often needed to manufacture, scale up, market, and distribute products and services covered by such rights to realize the full potential of these technologies. Technology transfer, commonly accomplished through licensing agreements, is the foundation for this critical market-driven collaboration. Safeguarding the international environment in which technology transfer transactions take place is essential for U.S. companies, which is why the Department of Commerce closely monitors relevant bilateral and multilateral discussions and negotiations to ensure that technology transfer be on VMAT. This is a cornerstone of U.S. innovation policy and is routinely advanced by USG negotiators in international fora. Other countries and negotiating bodies have long understood that the U.S. considers VMAT a



necessary qualifier for any agreements referencing technology, knowledge, and/or know-how transfer.

Demandeurs may continue to put significant pressure on the United States to drop the modifier “voluntary.” For the reasons set forth below, the Department of Commerce believes it is imperative to maintain the position that technology transfers must comply with two separate and distinct conditions: (1) voluntary and (2) mutually agreed terms. The “voluntary” element of VMAT ensures that the decision to enter into an agreement to transfer technology is not compulsory, forced, or coerced. The “mutually agreed terms” element ensures the terms of the agreement to transfer are agreed upon by all Parties.

Coercive measures may be used to compel a right holder to agree to terms that benefit a government and/or local competitors. Harmful policies of U.S. trading partners noted in the Special 301 Report include:

- requiring the transfer of technology as a condition for obtaining investment, regulatory approvals, securing access to a market, or as a condition for allowing a company to continue to do business in the market;
- requiring use of, or providing preferences to, products or services that contain domestically developed or owned IP, including with respect to government procurement; and
- requiring the submission of unnecessary or excessive confidential business information for regulatory approval purposes and failing to protect such information appropriately.

Coercive technology transfer practices such as those in China unfairly disadvantage U.S. companies and threaten U.S. innovation and associated intellectual property rights. Exclusion or weakening of the voluntary element of VMAT in the Pandemic Accord opens the door for China’s policies to serve as a model to other countries, complicating the global technology transfer ecosystem and undermining innovation and intellectual property protections for U.S. companies.

Most problematic are China’s practices that limit market entry to foreign entities by requiring the transfer of technology. Concerns have also been expressed regarding a Genetic Resources Administrative Regulation and 2020 Biosecurity Law, which require collaborations with Chinese entities and shared ownership of patent rights arising out of any research generated by using human genetic resource materials in China.

Of relevance to the Pandemic Accord negotiations, it was reported that China conditioned Moderna’s entry into its market upon transfer of its COVID-19 vaccine intellectual property. It is these types of coercive practices that will limit access and distribution of medicines and vaccines, which are contrary to the goals of the Pandemic Accord.

Without a clear signal that technology transfers must be both voluntary and on mutually agreed terms, other countries will follow China’s lead. In fact, in Indonesia, foreign companies’ approvals to market pharmaceuticals are conditioned upon the transfer of technology to Indonesian entities or upon partial manufacture in Indonesia.

Finally, it bears emphasis that VMAT is well-established U.S. policy included in other relevant international agreements. Most importantly, the United States-China Economic and Trade Agreement (Phase One Agreement), contains an obligation to conduct any transfer or licensing of technology on “market terms that are **voluntary and mutually agreed**.” Additionally, the concept of “**voluntary technology transfer on mutually agreed to terms**” has long been recognized by the



World Health Organization as the most effective means to build capacity in research and development and local manufacturing of health products.

There have been treaties that the U.S. signed but did not ratify, which failed to include the “voluntary” aspect of VMAT, namely the United Nations Convention on the Law of the Sea (UNCLOS), the Convention on Biological Diversity (CBD), and the United Nations Agreement under UNCLOS on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ). However, the reference to MAT vs. VMAT in these past agreements does not set a precedent requiring adoption of MAT in the Pandemic Accord given the separate and distinct contexts of those agreements, the different negotiating dynamics involved, the different procedures to be followed and their impact on relevant activities that may take place under those Agreements, and given the lessons learned since some of those Agreements have come into effect with respect to actions certain States Parties have taken to coerce technology transfer, as noted above.

Finally, there have been demands from various delegations that the technology transfer chapter of the Pandemic Accord include references to the WTO TRIPS Agreement and the Doha Declaration on the TRIPS Agreement and Public Health. Although the United States respects the right of countries to use the flexibilities, including compulsory licenses, provided under TRIPS, we note that the appropriate venue for discussions on any proposals for mandatory IP sharing is the WTO.

Next Steps

Under its original mandate, the WHO Intergovernmental Negotiating Body (INB) was to complete negotiations on a Pandemic Agreement by the May 2024 World Health Assembly (WHA); however, the negotiations have not yet been completed. The WHA gave the INB an extension on its mandate to complete the negotiation in calendar year 2024, but not later than the next WHA in May 2025.

The 11th formal INB negotiation session (INB11) took place September 9-20, 2024 and it was the first substantive Pandemic Agreement negotiation since the May 2024 WHA. It did little to advance resolution of significant “North/South” divisions on intellectual property related issues delaying completion.

On proposed agreement provisions that pertain to technology transfer, the Global South generally continues to oppose obligations providing for technology transfer on voluntary and mutually agreed terms (VMAT), in particular the “voluntary” element.

Up to this point, the USG has maintained technology transfer on “voluntary” and mutually agreed terms as a redline in this negotiation. It is important that the USG continue to do so to ensure that provisions regarding transfers of technology or know-how occur on VMAT because to agree otherwise would enable coerced transfers, including of confidential know-how.

Moving forward, we may need Department leadership to emphasize the importance of VMAT for U.S. innovation and industrial competitiveness.

The 12th formal INB session (INB12) is scheduled for November 4-15, 2024. This is the final formal negotiation session currently scheduled, however, the WHO has reserved further meeting dates in December 2024 as well as February and April 2025 to continue negotiations if they cannot be completed by the end of 2024.



Department Human Resources Management

Executive Summary

The Office of Human Resources Management (OHRM) implements Government-wide and Departmental policies, employee programs, and activities in all aspects of human capital (HC) management and human resources (HR) administration. OHRM is positioned within the Office of the Secretary, reporting to the Chief Financial Officer and Assistant Secretary for Administration.

Background

OHRM is steadfast in its resolve to be the preeminent Government leader in the ideation and development of dynamic human capital strategy management that includes advancing value-added human resources policies, processes and programs. Guided by its [Human Capital Strategic Plan](#), OHRM has worked diligently to solve complex human capital issues for the Department. With targeted goals and objectives, OHRM has enhanced HC consultation and HR operations, increased recruitment of top talent, and maximized the retention of skilled performers.

OHRM has solidified its consultative services and policy management to become a customer-centric organization and effect positive change for Department stakeholders. OHRM provides department-level strategies, for a civilian workforce of over 46,000, on a range of issues including pay flexibilities, employee retention and succession, and workforce planning. Further, OHRM has developed innovative solutions to human capital challenges through new policies and revision of outdated practices. As examples, OHRM has been successful in securing direct hire authorities for emerging National security priorities, special pay rates for hard-to-fill positions and locations, and appointment flexibilities to align with mission critical programs.

OHRM has developed a key framework for a succession planning program to assist all Department of Commerce bureaus with the strategic assessment and identification of critical competencies and internal talent pools. As a result of innovative work in this area, OPM considers Commerce's OHRM as a forerunner and innovator in succession planning best practices and has OHRM managing the Government-wide succession planning community of practice and annual conference.

OHRM's strategic approach to sourcing and recruiting talent for the Department includes developing multichannel outreach campaigns, offering comprehensive pay flexibilities and incentives, utilizing a skills-based method to assess candidates, and leveraging an array of Government-wide hiring authorities, such as direct hire, early career talent, Senior Scientists and STEM. OHRM works to ensure the Department has access to the latest hiring innovations and strategies provided by the Office of Personnel Management (OPM) to improve the hiring experience for applicants, hiring managers, and HR professionals. Pooled hiring has become increasingly popular across the bureaus, and OHRM is the final approval process for a shared certificate policy to further streamline hiring processes agencywide. OHRM is currently



exploring opportunities to expand Military Spouse employment and create registered apprenticeship programs to continue bringing diverse and skilled talent into the agency's pipeline. OHRM continues to respond to emerging leadership priorities and objectives by expanding recruitment efforts for several hard-to-fill roles in the Senior Executive Service, National Security, artificial intelligence and technology, and spectrum and broadband management disciplines. Additionally, OHRM is working to finalize the development of an Office of Talent Analytics and Technologies platform to advance data-driven HC and HR efforts, effective reporting on human capital objectives, and the provision of critical guidance on HR technology.

OHRM's development of multi-year [Talent](#) and [Learning](#) Strategies further aligns the organization's human capital goals, creates the structure necessary to operationalize programs and opportunities for talent retention and growth, and reinforces employment at the Department among the [top 5 best places to work](#) in the Federal Government. However, private sector competition continues to impact the Department's ability to retain talent in mission priority programs, mission critical occupations, and Administration priorities. The Department also must focus on retaining and maintaining expertise in a range of mission areas, as approximately 20% of the workforce is currently eligible to retire and an additional 10% will become eligible in the next five years.

In addition, OHRM recently realigned the HR transactional services through the Talent Management Office (TMO) to streamline customer experience by combining the service delivery functions with the policy functions. Within OHRM, TMO will continue to provide all customer Personnel Action Requests (PAR), Pay and Benefits actions, Time and Attendance (T&A) support, as well as classification and recruitment needs.

Telework

Since March 2022, the Department has operated under a baseline telework best practice of up to two days of telework per week for telework eligible employees. In September 2024, some organizations that were previously granted variations from this baseline for mission-driven reasons returned to the baseline of up to two days of routine telework per week. OHRM continues to collaborate with leadership to assess the hybrid work environment and consider any necessary updates to the [Department's Telework and Remote Work Plan](#).

Next Steps

To further position the Department for continued success, OHRM is currently developing a comprehensive Workforce Planning Framework to enhance the existing succession planning program. A formalized framework will assist bureaus in strategically assessing gaps within their workforce against impacts from new legislation, reorganizations, and realignments. The Workforce Planning Framework will serve as a systematic, continuous process for developing and implementing comprehensive strategies to identify, recruit, develop, and retain the workforce needed to achieve current and future mission objectives, and further position the Department as a pioneer for workforce and succession planning across the Federal space.



Department Intelligence and National Security

Executive Summary

The Office of Intelligence and National Security (OINS) was established within the Office of the Secretary and Deputy Secretary in October 2024 via a Departmental reorganization approved by Congress in August 2024. This office consolidates related functions previously provided by two separate offices: 1) the Office of Intelligence (OI) (previously under the Chief Financial Officer/Assistant Secretary for Administration (CFO/ASA)) and 2) National Security Solutions and Services (NS3) (previously under the Office of the Chief Information Officer). OINS will report directly to the Office of the Deputy Secretary and will be led by a Senior Executive Service (SES) Director and Deputy Director (the component parts of the Office—OI and NS3—will continue to be managed by the CFO/ASA and OCIO, respectively, until leadership for OINS is onboarded and Departmental Organization Orders are implemented).

OI provides timely and actionable intelligence to inform decision-making on key threats to U.S. national and economic security and to aid in policy development. In this role, OI is tasked under Intelligence Community Directive 404 with serving as the Department's Federal Intelligence Coordination Office (FICO). NS3 manages the Department's national security systems and provides classified communications support.

The newly formed OINS will primarily focus on providing national security and intelligence support to the Department and will improve the Department's internal coordination on issues involving intelligence and national security support, as well as its external coordination with federal intelligence partners, including within the Intelligence Community (IC). This realignment improves the Department's internal coordination on intelligence support-related issues, as well as its strategic engagement with intelligence partners in the IC and across the U.S. government, on issues related to the Department's growing national and economic security portfolio. The ultimate consequence of this reorganization will be to allow the Department to better support and strengthen U.S. national and economic security.

Background

Currently, OI's Director serves as the Department's Federal Senior Intelligence Coordinator (FSIC). Responsibilities include advising the Intelligence Community (IC) on the Department's intelligence and national security system requirements, access, and support needs. Additionally, OI facilitates contact and collaboration between the Department's bureaus, offices, and other stakeholders and the IC, as appropriate. It also serves as a conduit for IC requests for collaboration, information, and expertise.

NS3 manages the Department's national security systems and provides classified communications support on systems such as Joint Worldwide Intelligence Communication System (JWICS), Secure Internet Protocol Router Network (SIPRNet), and Secure Video Teleconference (SVTC). NS3 provides the back-end architecture necessary for OI to operate.

The most recent reorganization aims to ensure a whole-of-Department approach to IC engagement as it relates to the Department's growing national and economic security focus. Until now OI has mainly supported the Secretary, Deputy Secretary, and their key senior advisors for policy. The reorganization underscores an expanded role for OI to serve the entire Office of the Secretary and all bureau leadership. OINS is specifically tasked with:



- Address Bureau strategic intelligence needs by regularly engaging with leaders about strategic priorities, understanding and addressing challenges to accessing intelligence products and analysis, and staying informed about, and facilitating engagement with the IC;
- Liaise with IC partners and peer agencies on intelligence issues and serving as the Department's primary point of contact for USG partners on intelligence matters;
- Inform leadership to assist with priority-setting and strategic vision to address the long-term intelligence needs and functions of the Department; and
- Provide classified communications systems, services, operations, and maintenance to DOC.

Key Challenges and Growth Areas

Organizational Alignment and Cohesion: While OI and NS3 will continue to perform their existing daily functions, dedicated oversight and management will be required to address shared challenges and concerns that arise with maturing a newly formed organization to include a shared mission, vision, and goals. Through its new leadership structure, consisting of a Director (SES-general) and Deputy Director (SES-career reserved), OINS can expand their Departmental support, including through engaging regularly with Bureaus to address their unmet and emerging intelligence needs, collaborating closely with the IC to develop Commerce-specific intelligence products, and providing the long-term strategic vision necessary to develop OINS into a more mature intelligence organization that can directly inform Commerce's policy initiatives.

Investment Security: The Department has a growing need for tailored national security due diligence and risk mitigation support to bureaus with grant and funding programs to ensure that the national security and economic initiatives of both the Department and the White House are not damaged by adversaries who look to take advantage of Commerce economic development and industrial policy funding by groups with foreign ownership control and influence. OINS plans to work with the Department to enhance the ability to meet the Department's growing and evolving investment security needs.

Cyber Threat Intelligence Support: The 2023 [National Cybersecurity Strategy](#) resulted in a strategic shift designed to strengthen the nation's cyber defenses, improve collaboration across the Executive Branch, and protect critical infrastructure from cyber threats. In furtherance of these objectives, the OI has established cyber threat intelligence expertise within and a collaborative partnership with the Department's Office of the Chief Information Officer (OCIO) to enhance cooperation and facilitate the exchange of classified cyber threat intelligence. This capability is essential for developing a comprehensive understanding of both imminent and strategic cyber threats. Consequently, relevant Department stakeholders gain access to crucial insights into the full cyber threat landscape, enabling key decisionmakers to formulate and implement effective mitigation strategies and enhance the Department's overall cybersecurity posture.

Next Steps

A recruitment strategy will be developed for the Senior Executive Service (SES) Director and Deputy Director of the new OINS. In the interim, oversight of OI and NS3 is delegated to the Deputy Assistant Secretary of Security, Insider Risk and Continuity (formerly the Deputy Assistant Secretary of Intelligence & Security) and the Chief Information Officer, respectively.



Department Real Property

Executive Summary

The Department of Commerce (DOC) occupies approximately 18.7 million square feet of leased and owned property in 50 states, the District of Columbia, and U.S. territories. In addition, DOC has offices in 95 international cities.

Much of the space (89%) in the portfolio is occupied by four operating units (i.e., bureaus): NOAA, NIST, USPTO and Census. The portfolio is comprised of three space types: office space makes up 56%, warehouse space is 12% and the remainder is other types of space, such as laboratories, weather stations, research facilities for NOAA's National Marine Fisheries Service, and NIST facilities for testing, verifying, and setting scientific standards.

The Department has reduced 11% of its portfolio size in the last eleven years. This reduction of 2.1 million square feet saves \$75.2 million in annual costs.

Background

Each operating unit (i.e., bureau) receives its own appropriations for facilities. The Department headquarters Office of Facilities and Environmental Quality (OFEQ) works with NIST, NOAA and NTIA, the three land holders, on their internal prioritization process. However, they each have distinct procedures for identifying how funding for real property projects will be prioritized.

Below are significant operating unit updates:

Census Bureau

The Census Bureau expects to complete their moves into the Suitland Campus (Maryland) in Spring 2025, following a significant consolidation process. This optimization will allow the co-location of the Bureau of Labor Statistics, joining the U.S. Bureau of Economic Analysis (BEA). The renovations were designed to support a hybrid work environment and significantly reduced the square footage per person with an overall reduction of 415,000 square feet and a reduction of \$13.5M annually in rent costs.

GSA plans to award a lease for construction of a new warehouse for Census in Jeffersonville, Indiana in September 2024, which will ultimately replace the current functions of the National Processing Center.

NIST

NIST's real property portfolio consists of 119 owned assets primarily at its Gaithersburg, MD, and Boulder, CO campuses. Lab space constitutes 80% of NIST's owned building square footage. NIST has developed comprehensive 20-year master plans for its main campuses and its Fiscal Year (FY) 2023 backlog of deferred maintenance and repair totaled \$1.25 billion.



NOAA

NOAA developed a 2030 Facilities Strategic Plan to promote their mission through a flexible workplace that supports safe, efficient, and climate-resilient facilities and reduces deferred maintenance reduction through repair, recapitalization, leasing, or disposal.

NOAA's lease for its headquarters in Silver Spring, MD ends in 2028, and NOAA anticipates consolidating space for its employees. Of the real property portfolio that NOAA occupies, 45% is owned by NOAA and its facilities condition assessments have identified a cumulative backlog of repair needs of \$453 million as of FY 2023.

U.S. Patent and Trademark Office

In August 2024, the U.S. Patent and Trademark Office (USPTO) Headquarters reduced its real property holdings at its Alexandria, VA Campus by two buildings, saving \$30M annually in rent costs. Additionally, the USPTO gave up other buildings and a garage, ultimately disposing of a total of 1,031,689 square feet in FY 2023 and FY 2024. USPTO is establishing two new offices in Atlanta, GA and Stafford County, NH.

Key Challenges

Office of Management and Budget (OMB) [Management Procedures Memorandum 2024-01](#), Implementation of Occupancy Metrics for Office Space sets a target of 60% occupancy for large office buildings where occupancy is measured by average daily number of personnel per number of seats. DOC continues to optimize its building portfolio and will be reducing its overall target for new construction from 170 square feet per person to 150 square feet per person for office space. However, unless a targeted project is ongoing, it is unlikely that DOC can achieve this in existing buildings without renovation funding.

Executive Order 14057 “Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability” requires net zero energy use by 2045. To meet this goal, DOC must focus on targeted renovation and the use of energy savings performance contracts for quantifiable changes.



Herbert C. Hoover Building Facilities and IT Modernization

Executive Summary

The Herbert C. Hoover Building (HCHB) is the Department of Commerce headquarters and houses the Office of the Secretary and bureaus including ITA, MBDA, EDA, OUSEA, BIS, NTIA, and smaller offices for NIST, OIG, NOAA, Census, OIG, and USPTO.

Constructed in 1932, the HCHB was the world's largest office building at 1.9 million square feet. The General Services Administration (GSA) owns the HCHB and has delegated authority to DOC for operations and maintenance responsibility. GSA is responsible for all capital projects, but due to competing priorities, they do not have adequate funding to comprehensively address safety and infrastructure or to enhance energy savings. This has resulted in a less-than-optimal work environment. Upgrading aspects of the facilities and information technology within the HCHB are in poor condition is critically important.

Building Renovation and Capital Projects

In 2008, GSA and DOC signed a Memorandum of Understanding (MOU) to fully renovate the HCHB by updating infrastructure, upgrading life safety and security, and modernizing the office space. Due to the terms of the project, GSA is responsible for shell construction (i.e., security, building envelope, infrastructure) and DOC for tenant construction (i.e., interior walls, furniture and equipment). The cost split is approximately 73% to GSA and 27% to DOC.

The renovation project was intended to provide a comprehensive building update in eight phases, to be completed in 2018. The project stalled upon completion of Phase 4 after GSA's use of the space for the 2020 Presidential Transition Team. Since that time, GSA has not secured congressional appropriations for its portion of the renovation, despite the Department receiving its appropriation for Phase 5 in 2018 and the MOU stipulating the construction project would be continuous. The Department subsequently utilized its appropriated renovation funding to address building concerns and for the design and construction of a consolidated Secure Compartmentalized Information Facility (SCIF).

2024 marks the 92nd anniversary of the HCHB. While 43% of the building has been renovated, the budget synchronization deficit between the Department and GSA has resulted in inequity in employee office space and increasingly poor conditions in the building. Given the building's age, major issues are associated with antiquated steam piping and poor infrastructure throughout. Until the renovation is complete, the Department's Office of Facilities and Environmental Quality (OFEQ) is mitigating issues as best practicable, but solutions are not optimal or cost-effective. Most troublesome, the condition of the building impairs tenant operating units' ability to meet mission requirements and assure a productive environment for all employees.

The funding lapse has led to exploration of other approaches with GSA, including using rent relief to replace the roof, developing work scopes for life safety, and applying for a DOE Federal Energy Management Program (FEMP) Assisting Federal Facilities with Energy Conservation



Technologies (AFFECT) grant to evaluate the conversion of the (HCHB) from steam to an alternative energy source for the building.

The Department and GSA partnered in 2024 to develop an alternative renovation scheme. The team provided shared building goals and challenges with twelve architectural/engineering firms to conceive innovative approaches to address infrastructure, employee space, energy and/or building issues. The intent is to develop some of these approaches through further study and proceed to address the building concerns, outside of the holistic renovation process.

IT Modernization

Updated networking infrastructure is urgently required to provide reliable, resilient, and secure connectivity (i.e., wired and wireless) to the HCHB Enterprise Network. Approximately 51% of the network assets are end of life or obsolete, with an additional 14% obsolescence by the end of FY 2025. Having experienced unplanned network outages of increased duration and an increased number of security vulnerabilities, unplanned downtime and increased security threats pose a significant risk to the Department's mission through diminished employee productivity, data loss, and decreased employee morale.

The Herbert C. Hoover Building Enterprise Network is a large, nationwide network supporting:

- All occupants of the Commerce HCHB (supporting all Commerce bureaus)
- Fourteen Bureau of Industry and Security (BIS) export enforcement field sites
- Six Economic Development administration (EDA) regional offices
- Two CFO/ASA remote sites
- Continuity of Operations (COOP) activities at the Mount Weather Emergency Operations Center (MWEOC)
- Core Enterprise Resource Planning (ERP) systems housed at the Federal Aviation Administration (FAA) data center in Oklahoma City
- Data transport services for the Department's national security missions
- Interconnectivity to all Department bureaus and campuses
- Interconnectivity to Federal shared services including National Finance Center (NFC) and Treasury Digital Services.

The Department is responsible for operation and maintenance of the HCHB Network Infrastructure to include the extended network to the MWEOC, field sites for EDA, BIS, connectivity to the Federal Aviation Administration (FAA), and Enterprise Services (ES) connectivity to the Department of Treasury and to the National Finance Center (NFC). Additionally, it provides transport services for the Department's national security missions, interconnection to all Departmental bureaus, and the Internet. The HCHB Network is leveraged to deliver mission and administrative services to the Department and the taxpayer.

The Department is budgeting for the Network upgrade through a FY 2026 Working Capital Fund increase and looking ahead toward a further increase in FY 2027 to create an ongoing network refresh fund. This fund will ensure that future Working Capital Fund requests are not required to modernize the network infrastructure.



NOAA Sustained Operational and Organizational Infrastructure

Executive Summary

Strategic planning and investment in NOAA's operational and organizational infrastructure, including facilities, ships, aircraft, satellites, autonomous platforms, high performance computing capabilities, data storage and dissemination infrastructure, and a wide range of ocean and coastal observing systems, are essential to support NOAA's ability to carry out its mission.

NOAA's facilities portfolio is widely distributed with a footprint that includes over 600 properties across the United States and territories, and encompasses highly specialized laboratories, state-of-the-science data assimilation, environmental modeling and prediction centers, satellite operations facilities, ship and aircraft operations centers, weather forecast offices, and fisheries and ocean science centers.

NOAA also operates a variety of assets including a fleet of fifteen ships and ten aircraft, uncrewed marine and aviation systems, ocean and coastal observation systems (e.g., buoys, air gap and water level sensors, HF Radars), eighteen satellites, one hundred sixty (160) Doppler Radars, and a High Performance Computing suite of two operational supercomputers for executing numerical forecast models and three research supercomputers to support model development and scientific understanding.

The entire infrastructure is supported by the implementation of Business Applications Solution (BAS), a modernized and integrated business management application.

Background

The following provides information for six major NOAA's operational and organizational infrastructure assets and the BAS system.

Facilities: NOAA facilities footprint includes over 400 buildings owned by the agency, encompassing 3,451,489 square feet. The average age of NOAA-owned facilities is 38 years old, with an estimated replacement value of \$3B. NOAA investments needs are growing and outpacing appropriations. To address these growing needs NOAA recently created the first agency-wide [NOAA 2030 Facilities Strategic Plan](#) to guide NOAA's facilities transformation and modernization towards a portfolio of real property assets that are safe, climate-resilient, energy efficient, and suitable for the 21st century work environment. The Plan develops the business case for sustained investment in NOAA's facilities portfolio and provides a framework for prioritizing and selecting strategic facility investments. For near-term planning, the Office of the Chief Administrative Officer (OCAO) creates a Facilities Investment Plan (FIP) to identify investment needs in owned, leased and disposals, categorize owned & non-owned projects submitted by risk, and prioritize facilities projects to support budget formulation.

Maritime Fleet: NOAA's fleet includes vessels across four classes: (1) Oceanographic (Class A); (2) Charting and Mapping (Class B); (3) Fisheries/Coastal Science (Class C); and (4) Fisheries High Endurance (Class D). NOAA's 15 research vessels are essential for providing data that support weather forecasts, climate analysis, fisheries management, and nautical charts, all crucial for the national economy. NOAA's marine resource surveys, for example, help manage U.S. fisheries that support 1.7 million jobs and generate \$253 billion in sales. NOAA also plays a crucial role in post-hurricane port assessments, having surveyed over 1,000 nautical miles in 2020 to reopen 11 ports. Recent progress includes consistent funding for vessel recapitalization,



reduced maintenance backlog; new ship acquisition programs, and four new ships nearing the design or construction stages.

Aviation Fleet: NOAA conducts a variety of critical airborne missions, including hurricane reconnaissance, atmospheric river studies, tornado tracking, and snow surveys. Data gathered from NOAA flights is essential for understanding Earth's systems, managing coastal and marine resources, monitoring climate-related changes and safeguarding lives and property, including emergency disaster response. NOAA's aircraft also play a crucial role in mapping, charting, and geodesy, producing accurate nautical charts and vertical datums to ensure safe navigation in U.S. seaports. It also supports other agencies such as the Department of Defense decisions aircraft positioning and ship routing and supports commercial ventures like offshore wind projects.

NOAA's [2022 Aircraft Recapitalization Plan](#) is a comprehensive assessment of NOAA's current and future airborne capabilities, outlining a robust strategy to address upcoming data collection needs while minimizing risks of capability gaps. The plan demonstrates the operational need and includes detailed cost and timeline analyses for the need for replacement aircraft.¹

Satellites, Radars, and Enterprise Common Services:

NOAA develops and deploys satellite observing systems to meet the complex needs of our Nation and international partners with critical data, products, and services needed for NOAA's weather forecasting mission, disaster preparedness, all hazards response, and recovery and the protection of critical infrastructure and natural resources. NOAA owns or operates a total of [18 satellites](#) (to include satellites from DOD, NASA, and international partners) and these satellites are supported by ground stations across the globe, each of which is essential for meeting our overall NOAA mission. The 24/7 global coverage provided by NESDIS generates an uninterrupted stream of information and products. The three major satellite program areas are: Geostationary Earth Orbiting ([GEO](#)), Low Earth orbiting ([LEO](#)), and Space Weather Observations ([SWO](#)). These satellite programs are supported by enterprise [common services](#) to include ground systems (antennas, communications networks, and processing) and a cloud initiative (NESDIS Common Cloud Framework). All of these satellite data as well as NOAA's in-situ data are housed in enterprise archives at the National Centers for Environmental Information ([NCEI](#)).

Related is NOAA's Next Generation Weather Radars (NEXRAD), which are more than 30 years old and beyond their designed life. NWS' [Radar Next program](#) will improve on the current NEXRAD performance while ensuring continuity of this critical infrastructure for forecasters. Through improved capability for warning of severe weather and flooding, the Radar Next program enables NWS to further expand watch and warning coverage to protect at-risk communities.

High Performance Computing and Communications: High Performance Computing (HPC) has been an invaluable enabler in improving weather and oceanographic forecasting and climate projections for immediate real-world impact by: increasing the warning times of hurricanes, tornados, flooding, and tsunamis; using genomics for fisheries monitoring and conservation; elucidating ocean dynamics; understanding our changing climate and its impacts; and supporting private enterprise with the information necessary to sustain economic growth. The goal of NOAA's High Performance Computing and Communications (HPCC) program is to provide an

¹ Congress also appropriated \$327.7 million in the Disaster Relief Supplemental Appropriations Act 2023, which includes support for initiation of the replacement of two WP-3Ds, two green aircraft, and other support activities and studies. Funding must be secured by early 2026 to avoid a coverage gap. NOAA has also expanded its fleet with a third King Air and a second G550, funded by the Inflation Reduction Act. These additions will significantly enhance NOAA's ability to address growing public safety, economic, and national security needs.



enterprise approach to advance scientific modeling through a usable and modern high performance computing capacity that includes both on-premises compute facilities as well as cloud-based computing services. NOAA seeks to expand HPC capability in partnership with research and operational laboratories, which both provide pathways for community involvement and support a robust research to operations, applications, and commercialization (R2X) process and its reverse, applications to research (X2R) processes, essential in accelerating the transition of advanced research into operations.

Business Applications Solution: NOAA's infrastructure is supported by the Business Applications Solution (BAS) Program, a department/bureau-wide modernization effort to deploy a suite of commercial off-the-shelf software systems to integrate financial, acquisitions, property, and core business management applications and processes in support of the DOC mission. BAS implementation at NOAA is coordinated among its Chief Financial Officer and Program Integration Office, Chief Administrative Officer, and Acquisitions and Grants Office. Implementation occurred in October 2023, followed by documented operational issues that are currently being addressed in partnership with the Department.

Next Steps / Upcoming Deadlines / Timing

Facilities: NOAA is continuing to execute towards the milestones included in the [NOAA Facilities Plan](#).

Maritime Fleet: For the Oceanographic Ships (Class A), the Oceanographer is expected to be delivered in CY26, while the Discoverer is slated for delivery in CY27. For the Charting and Mapping (Class B) category, the Production Readiness Review, is now set for January 22, 2025. Both ships' delivery dates are projected for CY27 and CY28.

Aviation Fleet: G550 #1 has a delivery scheduled for April 30, 2025, and the aircraft is expected to be mission ready by late summer 2025. G550 #2's contract was awarded to Gulfstream on July 12, with an initial delivery estimate of early CY28. NOAA has awarded Lockheed Martin a pre-production contract for two C-130J aircraft. The contract award is expected in Q4FY24. Planning is underway for the two aircraft's initial operational capability before the end of CY30.

Satellite Program: NOAA is focused on developing its new systems to include NOAA's Geostationary Extended Observations ([GeoXO](#)) satellite system, Space Weather Follow-On ([SWFO](#)), and Near Earth Orbit Network ([NEON](#)) Program. Over the next year, NESDIS has a number of critical program milestones to enable these programs; these will require decisions at the NOAA or DOC level - and are often done in tandem with NASA.

High Performance Computing and Communications: The HPCC program received Supplemental funding in 2022. This will continue to expand NOAA's computing capabilities over the next two years and to be able to provide over 50 PF approximately of research and development computing for NOAA to expand weather, climate, ocean and ecosystem research that supports a Climate-Ready nation. However, in FY 24 the HPCC program received a \$20M budget reduction and the House and Senate marks in FY 25 maintain the same reduction, which significantly risks supporting both NOAA's future HPCC investments and R&D itself.

Business Applications Solution: Resolution of the remaining BAS post implementation issues has been the primary focus for the NOAA and DOC teams. Through the end of 2025, NOAA and DOC will be working through a detailed list of Year End Close activities. In FY25, NOAA is looking to expand development of additional reports as any final performance issues are resolved. BAS training for new and current employees will be refreshed to reflect the changes that have been made to the BAS since its initial implementation.



USPTO Information Technology Modernization

Executive Summary

As a production-oriented entity, the USPTO relies upon mission-critical information technology (IT) to enable most aspects of the agency's operations. The quality, efficiency, and productivity of the agency's operations rely on the performance and stability of its IT. The USPTO continuously modernizes its business systems and the supporting IT infrastructure to keep pace with emerging technological standards and ensure cybersecurity protective measures. Many of these modernization improvements deliver more secure, efficient, and powerful IT products. The USPTO's modernization efforts also include migrating components to the cloud, consolidating data centers, enabling resilience engineering, and retiring aging legacy IT in favor of modern solutions capitalizing on technologies like machine learning (ML), AI, and cloud architecture.

Background

The USPTO manages and modernizes its IT portfolio through products. A product is defined as a collection of services and/or tangible features that delivers value to customers. The agency's IT product catalog includes 30 products across four product lines: Patents, Trademarks, Enterprise Business (e.g., mission enabling), and Enterprise Infrastructure. Each product is currently comprised of both legacy systems and modern solutions. The IT product teams have made significant progress in modernizing their products with a focus on resiliency and cybersecurity. Teams are also using modern approaches for IT product delivery and software through automated deployment pipelines (including automated testing).

The agency is improving resiliency and security through transitioning IT systems to a new data center and moving others to the cloud with a serverless-based architecture. The USPTO has traditionally operated from a single, on-site data center housing mission-critical applications, infrastructure, and data, which can be exposed to damaging outages in an emergency. Migrating IT products from the legacy data center to both a new state-of-the-art off-site data center and various cloud providers has enabled multi-site and multi-cloud failover (i.e. redundant) capabilities to facilitate continuous operations of our IT products.

The USPTO has taken aggressive steps to maximize usage of commercial cloud technologies as a faster, more cost-effective way to streamline and modernize IT products. More than ten critical IT products in the Patents, Trademarks, and Enterprise product lines now run in the cloud. IT product teams are now able to easily scale, modernize, and speed up delivery of these products. In the cloud, IT systems are also better protected and recover more quickly (making them more secure and resilient). The USPTO also uses multiple cloud providers to mitigate exposure to one vendor and strengthen cybersecurity.

With its transition to the cloud, the agency is prioritizing the retirement of its old, legacy IT products. For example, in May 2024 the USPTO retired a key 40-year-old trademark product and eight legacy patent IT products. Retiring such older, complex IT reduces costly maintenance expenses and enables the agency to upgrade critical IT products in favor of modernized, cloud-based technology for more operational stability and security. The agency's modernization efforts



also include adopting AI or ML models to meet various business demands, for example, the patent search product includes AI features used by 50% of patent examiners.

While modernizing, the USPTO has prioritized cybersecurity to ensure that IT products are secure and protect the data that is processed, stored, and transmitted while also protecting the privacy of individuals. Teams continuously update IT products as technology and the environment, including threats, change in order to maintain the Agency's desired security posture. These measures ensure USPTO systems have robust security and cyber resilience, thus ensuring the protection of sensitive information and maintaining operational reliability. The USPTO is also using the Department of Commerce Cloudflare solution to combat distributed denial-of-service (DDoS) attacks that disrupt operations to increase IT security, help thwart bad actors, and increase IT product availability.

In addition, due to system coding misconfigurations that occurred while modernizing systems, the USPTO recently experienced instances where our systems inadvertently exposed certain protected information that could have potentially been viewed by unauthorized users. In February 2023, USPTO determined that domicile addresses in the Trademark Status and Document Retrieval (TSDR) system had been exposed within publicly accessible Application Programming Interfaces (APIs) for three years, beginning on February 18, 2020. The USPTO subsequently reported this exposure as low risk after an internal investigation revealed no evidence of malicious activity or misuse of the unmasked data throughout the exposure period. In August 2024, USPTO discovered an additional similar exposure in our Patent Center system. In this event, Assignment System data including patent application titles, patent numbers, owner name(s), filing date, and inventor name(s) could have been potentially exposed for approximately seven years, beginning in 2017. The USPTO determined that the actual impact to applicants for this event was similarly minimal. However, these instances of potential data exposures due to internal system coding misconfigurations highlighted the need to remain vigilant and pro-active in the testing, finding, and remediation of potential system vulnerabilities throughout the entire life cycle of our systems.

Finally, the USPTO established the Office of the Chief Information Security Officer (OCISO), within the OCIO to elevate the role of cybersecurity in the agency as part of a commitment to the protection of national intellectual property. The office is leading the way in mitigating risk and ensuring IT products and data are secure from cyber threats.

Next Steps

Resilient IT products are essential for smooth business operations, public trust, and excellent customer experiences. The USPTO is prioritizing cloud transition to accelerate resiliency and security priorities and position the agency for future modernization efforts. The USPTO will continue to modernize its IT products using cloud technology to ensure uninterrupted service delivery for employees and public customers. Modernization efforts will also look to advanced tools such as AI and ML. IT product teams will continue to take proactive steps to help eliminate causes of potential defects, security vulnerabilities and system weaknesses—such as those identified above, identifying and mitigating risks before issues manifest.



The USPTO is continuing to implement Executive Order 14028, *Improving the Nation's Cybersecurity*. Meeting compliance requirements alone, today, is insufficient for proper protection; IT product teams have shifted their approach from reacting to incidents to taking proactive measures. The USPTO is implementing numerous enhanced protective measures that include a “zero-trust” security IT architecture, which is a cybersecurity model that assumes no trust in any user or device, even those within a corporate network. The concept is based on the idea that the network is hostile and that every request needs to be verified based on an access policy, using robust identity and access management systems. The USPTO is also encrypting digital information stored in the cloud, storage, or in databases. To mitigate data risks from any accidental damage or threats, the Agency is beginning to implement data-as-an-enterprise-asset which treats data as an enterprise product and ensures that all data is cleaned, managed, catalogued, shared and secured carefully. The USPTO is at the beginning stages of cataloging, inventorying, defining, and tagging data in an enterprise-wide data catalog to help maximize protection and minimize risk.



USPTO Revenue Risk Management

Executive Summary

USPTO is a 100% user fee-funded agency with revenues derived from payments for requested patent and trademark services, demand for which is closely tied to U.S. and global economic conditions. All fees the USPTO collects must be appropriated by Congress before a single dollar may be spent. Additionally, patent revenues can only fund patent-related operations of the USPTO, and trademark revenues can only fund trademark-related operations. Revenues are not transferable between the two distinct patent and trademark programs. USPTO revenues depend both on patent and trademark filings and applicant demand for services, and the fees for those services, which are set and adjusted via fee setting authority provided to USPTO by Congress in the Leahy-Smith America Invents Act (AIA) and amended by the Study of Underrepresented Classes Chasing Engineering and Science Success Act of 2018 (SUCCESS Act). This authority is presently set to expire in 2026. Accurate forecasting of fee collections, funding and maintaining patent and trademark operating reserves, and securing extension of fee setting authority are critical for the USPTO to manage risks related to revenue.

Background

The USPTO is monitoring two important risks to its financial sustainability. First, the USPTO is forecasting fee collections assuming that separate patent and trademark final rules to set and adjust fees are published as planned this fall and take effect this winter. The USPTO is counting on the timely publication of the patent fee rule to finance the Agency's aggressive plan to bring patent pendency down and reduce the inventory of unexamined patent applications. Without timely implementation of the new fee rates, the USPTO patent operating reserves would quickly be depleted. Fee collections would be insufficient to process the expected volume of patent applications, resulting in higher pendency and a larger unexamined inventory. Similarly, the USPTO is counting on the timely publication of the trademark fee rule to replenish trademark operating reserves.

The second risk is related to the USPTO's statutory authority to set fees so that aggregate revenues recover aggregate costs. If the Agency's fee setting authority expires in September 2026, then it would no longer have one important financial tool required to calibrate revenues and costs. The USPTO requires a statutory change to extend fee setting authority beyond September 2026. This is particularly important because the AIA fee setting authority gives the USPTO the ability to adjust fees less often and set them more precisely in order to best serve stakeholders. It also allows the USPTO to account for anticipated budgetary requirements and pursue strategic investments to improve operations. Absent the AIA fee setting authority, the USPTO would only be able to adjust fees based on backward-looking inflationary calculations, making it more difficult to ensure future aggregate revenue continues to recover aggregate costs. The USPTO maintains two operating reserves (one for the patent program and one for the trademark program) to mitigate financial and operating risk. The Government Accountability Office recognizes operating reserves as a best practice for programs 100% funded by user fees. The reserves enable programs to align fees and costs over a longer horizon and to prepare for,



and adjust to, fluctuations in fee collections and costs. The patent and trademark reserves contain unspent prior-year fee collections (i.e., revenue) that are immediately available for use. The USPTO uses all available funding sources (i.e., appropriated fee collections and reserves) to finance agency operations continuously when fee collections are partly or wholly unavailable (e.g. during continuing resolutions or lapse in appropriations), fee collections are lower than expected (e.g. during unexpected economic downturns), seasonal spending requirements exceed seasonal fee collections, demand for patent or trademark services unexpectedly increases, or spending requirements exceed planned levels (e.g. due to unanticipated spending requirements). The USPTO manages the reserves within a range of acceptable balances (i.e., between minimum and optimal targets) and assesses its options when balances fall either below or above that range. As of June 2024, the USPTO forecasts the patent operating reserve to end the fiscal year slightly above optimal at approximately \$950 million and the trademark operating reserve to end the fiscal year slightly above minimum at approximately \$140 million.

The USPTO emerged from the pandemic-induced revenue volatility with higher than planned operating costs due to Federal pay raises, inflationary pressures, and planned increases to patent and trademark examiner capacity to address the surge in unexamined application inventories. The USPTO is also recovering from lower than planned patent revenue due to an increase in fee discounts for small and micro entities as enacted in the Unleashing American Innovators Act. The operating reserves are supplementing fee collections—as they are intended to do—while the USPTO implements changes to the patent and trademark fee schedules during FY 2025 as authorized by the AIA and amended by the SUCCESS Act. The USPTO’s statutory authority to set fees through the regulatory process is set to expire in September 2026. As previously mentioned, fee setting authority is central to the agency’s current budget and financing paradigm and is an important revenue risk mitigation authority.

Next Steps

With respect to adjusting patent and trademark fees, during May and June 2023, the USPTO introduced fee proposals at separate meetings of the Patent and Trademark Public Advisory Committees. Taking into consideration public feedback and committee recommendations, the USPTO published trademark and patent notices of proposed rulemaking (NPRMs) to adjust fees in March and April 2024, respectively. The USPTO is currently in the process of drafting, revising, and clearing final rules that are responsive to public comments received during the 60-day period following each NPRM, and expects both final rules to be published in fall 2024 and implemented in the winter following a required 60-day Congressional Review Act period.

With respect to a legislative change for fee setting authority, during this Congress the USPTO preliminarily raised the issue with key Congressional members on the Appropriations and Judiciary committees.



Section 3

Leadership and Succession Plan



Senior Political Official Biography List

Office of the Secretary – Senior Political Officials

OS	Secretary	Gina Raimondo
OS	Deputy Secretary	Donald Graves
OS	Chief of Staff	Chris Slevin
OS	General Counsel	Leslie Kiernan
OS	Inspector General	Jill Baisinger (Acting)*
OS	Assistant Secretary of Commerce for Legislative and Intergovernmental Affairs	Susie Feliz
OS	Assistant Secretary for Administration / Chief Financial Officer	Political Appointee Vacant**
OS	Director, Office of the Executive Secretariat	Alia Awadallah
OS	Director, Office of the White House Liaison	Miguel L'Heureux
OS	Director, Office of Policy & Strategic Planning	Nell Abernathy
OS	Director, Office of Public Affairs	Sarah Weinstein
OS	Director, Office of Public Engagement	Rory Slatko
OS	Director, Office of Faith-Based and Neighborhood Partnership	Andres Chong-Qui Torres

Operating Units – Senior Political Officials

BIS	Under Secretary of Commerce for Industry and Security	Alan Estevez
BIS	Deputy Under Secretary of Commerce for Industry and Security	Eric Beane
BIS	Assistant Secretary of Commerce for Export Enforcement	Matthew S. Axelrod
BIS	Assistant Secretary of Commerce for Export Administration	Thea D.R. Kandler
Census	Director, U.S. Census Bureau	Robert Santos
OUSEA	Under Secretary of Commerce for Economic Affairs	Political Appointee Vacant**
OUSEA	Chief Economist	Jane Dokko
EDA	Assistant Secretary of Commerce for Economic Development	Christina Killingsworth (Acting)*
EDA	Deputy Assistant Secretary for Policy	Political Appointee Vacant**
ITA	Under Secretary of Commerce for International Trade	Maria L. "Marisa" Lago
ITA	Assistant Secretary of Commerce for Global Markets and Director General of the U.S. and Foreign Commercial Service	Arun Venkataraman
ITA	Assistant Secretary of Commerce for Industry and Analysis	Grant T. Harris
ITA	Assistant Secretary of Commerce for Enforcement and Compliance	Ryan Majerus (Performing)**
MBDA	Under Secretary of Commerce for Minority Business Development	Political Appointee Vacant***
MBDA	Deputy Under Secretary of Commerce for Minority Business Development	Eric Morissette
NIST	Under Secretary of Commerce for Standards and Technology and Director of the National Institute of Standards and Technology	Laurie E. Locascio
NIST	Director, CHIPS Program Office	Michael R. Schmidt
NOAA	Under Secretary of Commerce for Oceans and Atmosphere and Administrator of the National Oceanic and Atmospheric Administration	Richard W. Spinrad
NOAA	Assistant Secretary of Commerce for Oceans and Atmosphere and Deputy Administrator of the National Oceanic and Atmospheric Administration	Jainey K. Bavishi
NOAA	Assistant Secretary of Commerce for Environmental Observation and Prediction	Michael C. Morgan
NOAA	Assistant Administrator for Fisheries	Janet Coit
NOAA	Chief Scientist	Political Appointee Vacant**
NOAA	Director, Office of Space Commerce	Richard DalBello
NOAA	NOAA General Counsel	Walker Smith
NTIA	Assistant Secretary of Commerce for Communications and Information and Administrator of the National Telecommunications and Information Administration	Alan B. Davidson
NTIA	Principal Deputy Assistant Secretary and Deputy Administrator	Sarah Morris (Acting)*
USPTO	Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office	Katherine "Kathi" Vidal
USTPO	Deputy Under Secretary of Commerce for Intellectual Property and Deputy Director of the United States Patent and Trademark Office	Derrick Brent

* A political appointee is acting or performing the non-exclusive functions and duties of this senior politically appointed position.

** A career appointee is acting or performing the non-exclusive functions and duties of this senior politically appointed position.

*** No one is filling this senior politically appointed position.



Office of the Secretary – Senior Political Official Biographies



Gina Raimondo
Secretary of Commerce
Office of the Secretary

Gina M. Raimondo was sworn in as the 40th U.S. Secretary of Commerce on March 3, 2021. As Secretary of Commerce, she is focused on a simple but vital mission — make America more competitive by spurring good-paying jobs, empowering entrepreneurs to innovate and grow, and advancing our economic and national security. She has championed President Biden’s Investing in America agenda by making historic investments in Internet access, manufacturing, economic development, workforce training, supply chain resiliency, and climate readiness through the implementation of the American Rescue Plan, the Bipartisan Infrastructure Law, the CHIPS and Science Act, and the Inflation Reduction Act.

Raimondo was formerly the 75th Governor of Rhode Island and its first woman governor. As governor, she kick-started the state’s economy and made record investments in infrastructure, education, and job training by focusing on creating economic opportunities and good-paying jobs for all Rhode Islanders. Prior to serving as Governor, Raimondo was the Treasurer of Rhode Island, where she tackled the state’s \$7 billion unfunded pension liability.

Raimondo earned her degree in economics from Harvard University and a doctorate from Oxford University through a Rhodes Scholarship. She is also a graduate of Yale Law School and clerked for US District Judge Kimba Wood. Prior to her service in state government, she founded Point Judith Capital, a venture capital firm in her home state of Rhode Island.

She is married to Andy Moffit and they have two children, Ceci and Tommy, and a rescue dog, Sparky.



Don Graves
*Deputy Secretary
Office of the Secretary*

Don Graves is the 19th Deputy Secretary of Commerce.

Graves serves as the Economic Growth Coordinator for Puerto Rico, overseeing a whole-of-government effort to support the economic recovery and long-term growth of the archipelago, and is also a Commissioner of the Helsinki Commission, formally known as the Commission on Security and Cooperation in Europe.

Graves brings decades of experience in the private sector, government, and nonprofits to the Department of Commerce, including as an entrepreneur. Most recently, he served as Counselor to President Joe Biden during the 2020 presidential campaign. Prior to that, Graves served as Executive Vice President and Head of Corporate Responsibility and Community Relations at KeyBank.

During the Obama-Biden Administration, Graves served as Deputy Assistant to the President and Domestic and Economic Policy Director for then-Vice President Biden. He was previously appointed by President Obama as Executive Director of the President's Council on Jobs and Competitiveness and led the federal government's efforts in the economic recovery of the city of Detroit. Graves also served as Deputy Assistant Secretary for Small Business, Community Development, and Housing Policy at the U.S. Department of the Treasury, where he oversaw the CDFI Fund, the \$4 billion Small Business Lending Fund, and the \$1.5 billion State Small Business Credit Initiative. He was also the U.S. Federal Representative to the G7 Task Force on Social Impact Investment.

He has also served on the Board of Directors of the MetroHealth Foundation, the FDIC's Advisory Committee on Economic Inclusion, the Board of Trustees of the Community Reinvestment Fund, the Policy Advisory Board of the Biden Institute at the University of Delaware, the Board of Visitors of the Cuyahoga Community College, the Advisory Board of the Commission on Economic Inclusion, and as Co-Chair of Cleveland Rising.

Graves holds a Bachelor of Arts in Political Science and History from Williams College and a Juris Doctor from the Georgetown University Law Center, where he received the Dean's Award.



Chris Slevin
Chief of Staff
Office of the Secretary

Chris Slevin joins the Department of Commerce from the White House, where he served for two years as Deputy Assistant to the President for Legislative Affairs, focused on development and passage of the American Rescue Plan, the Bipartisan Infrastructure Law, the CHIPS and Science Act, and the Inflation Reduction Act. Prior to his role in the White House, Chris served on the Biden-Harris Transition, and as vice president of the Economic Innovation Group, a research and advocacy organization focused on geographic inequality. Chris also previously served as legislative director for Senator Cory Booker, economic policy advisor to Senator Sherrod Brown, and deputy director at Public Citizen, a national consumer advocacy organization. He is a native of New Jersey and lives in Washington, DC with his wife, daughter, and son.



Leslie Kiernan
General Counsel
Office of the Secretary

During the Obama-Biden Administration, Ms. Kiernan served in the White House as Deputy Counsel to the President from 2011-14, where she advised on a wide range of compliance, risk-management, policy, and oversight issues. She also worked with the White House Council on Women and Girls, and later served as a senior advisor to the U.S. Mission to the United Nations. Recently, Ms. Kiernan served as a senior advisor on the Biden-Harris Transition, and as Special Counsel in the Office of the White House Counsel. In addition to her government service, Ms. Kiernan has over 20 years' experience as a litigation partner at national law firms in Washington, D.C. Ms. Kiernan is a graduate of Brown University and Georgetown University Law Center.



Jill Baisinger (Acting)
*Inspector General
Office of the Secretary*

Ms. Baisinger brings decades of experience in the public and private sectors to this role. Since joining the oversight community in 2016, she has held leadership roles at both the Department of the Interior Office of Inspector General (OIG) and the Department of State OIG. Ms. Baisinger also previously served in the Office of General Counsel at the U.S. Sentencing Commission. Before joining the federal government, she was employed as an attorney at large, multinational law firms located in Philadelphia, Pennsylvania; Wilmington, Delaware; and Washington, D.C. In this work, she focused on securities litigation, investigations, and corporate governance matters. She began her career as a law clerk in the U.S. District Court for the Eastern District of Pennsylvania. Ms. Baisinger received her J.D. from Yale Law School. She received her undergraduate degree from Kansas State University and a master's from Queen's University of Belfast.



Susie Feliz
*Assistant Secretary for Legislative and Intergovernmental Affairs
Office of the Secretary*

Susie Feliz joins the Department of Commerce as Assistant Secretary for Legislative and Intergovernmental Affairs from the National Urban League where she most recently served as a Vice President for Policy and Legislative Affairs. At the National Urban League, she was responsible for directing and overseeing the Washington Bureau's policy team in the development of public policy priorities and advocacy strategies that advance the National Urban League's economic empowerment and civil rights agenda. Prior to joining the National Urban League in 2013, Susie served in both the U.S. House and U.S. Senate for a decade, advising four members of Congress including as a legislative aide to former Senator Hillary Clinton (D-NY) and legislative director to Representatives Joe Baca (CA-43), AL Green (TX-09) and Karen Bass (CA-37). Susie is a graduate of the University of Denver and holds a master's in public administration from George Washington University.



Political Appointee Vacant

*Assistant Secretary for Administration / Chief Financial Officer
Office of the Secretary*

Currently Jeremy Pelter, the Deputy Assistant Secretary for Administration, a career SES position, is performing the non-exclusive functions and duties of the CFO/ASA



Alia Awadallah

*Director, Office of the Executive Secretariat
Office of the Secretary*

Awadallah joined the Biden Administration in 2022 as Senior Advisor to the Deputy Under Secretary of the Army. In this capacity she led the establishment of the Army's Office of Policy and Global Affairs on behalf of the Secretary of the Army. Alia previously served as a Presidential Management Fellow in the Office of the Vice President, Office of the Secretary of Defense, and Department of State. Alia has held roles as a non-resident fellow at the Middle East Institute and Researcher at the Center for American Progress, among others. Alia holds an M.A. from Johns Hopkins SAIS and a B.A. from Kent State University. Aside from cooking, her hobby is trying to pick up a new hobby twice a year and inevitably losing interest after two days. Alia grew up in Youngstown, Ohio and Amman, Jordan.



Miguel L'Heureux

*Director, Office of the White House Liaison
Office of the Secretary*

Miguel L'Heureux joins the Department of Commerce after having been the National Campaign Manager for All Voting is Local since September 2019. All Voting is Local, a project of the Leadership Conference on Civil and Human Rights, works to remove discriminatory barriers to voting by tackling problems before they impact voters on Election Day. Miguel oversaw staff in eight states and was responsible for programmatic planning and execution, including determining strategy, identifying priority work, and the hiring and onboarding of new state-based staff. Prior to that, Miguel was the CEO of a political consultancy focused on protecting voters' rights and ensuring every vote gets counted. Miguel served in the Obama administration as Director of Economics for the Presidential Personnel Office at the White House and later as the White House Liaison at the U.S. Small Business Administration. He had previously worked on the Obama 2012 campaign as the National Western Regional Voter Protection Director, and before that was a practicing lawyer in Chicago for several years following law school. Miguel has a bachelor's degree in Political Science from the University of Kansas and a juris doctorate from the University of Kansas School of Law.



Nell Abernathy

*Director, Office of Policy and Strategic Planning
Office of the Secretary*

Nell Abernathy most recently served as Policy Director for Governor Gina Raimondo. Prior to joining the Rhode Island State Government, Nell was Vice President of Policy and Strategy at the Roosevelt Institute. During her six years at Roosevelt, Nell co-authored “Rewriting the Rules of the American Economy” with Joseph Stiglitz; “New Rules for a New Century” with Darrick Hamilton, and numerous papers and op-eds on economic inequality and economic reform. Nell has worked on political campaigns and in government for President Barack Obama, Los Angeles Mayor Antonio Villaraigosa, and Los Angeles City Councilwoman Wendy Greuel. In addition, she worked as an economics reporter in emerging markets, including Nigeria, Ghana, Turkey, China, and Abu Dhabi.



Sarah Weinstein

*Director, Office of Public Affairs
Office of the Secretary*

Sarah Weinstein joins the Commerce Department's Office of Public Affairs after spending nearly a decade on Capitol Hill and numerous political campaigns throughout the northeast. She served as Congressman Pete Aguilar's Communications Director, and most recently, U.S. Senator Jeanne Shaheen's Communications Director. Sarah was born and raised in New Hampshire and is a graduate of the College of the Holy Cross in Worcester, MA. In her spare time, Sarah chases after her 3-year-old miniature dachshund, Gracie, and is always prepared to share an unlimited amount of pictures of her at all times.



Rory Slatko

*Director, Office of Public Engagement
Office of the Secretary*

Rory joined the Department of Commerce from Artemis Real Estate Partners, a \$9+ billion real estate firm, where he was Chief of Staff to the CEO and then Vice President overseeing operations, communications and sustainability. Rory previously worked in Ohio on Hillary for America, and at the Department of Commerce in the Office of Secretary Penny Pritzker. He is originally from Wilmington, Delaware, and got his start working on Beau Biden's campaign for Delaware Attorney General. Rory earned his BA degree from American University.



Section 3-1 b – Senior Political Official Biographies



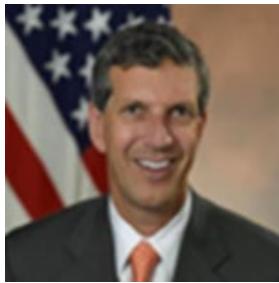
Andres Chong-Qui Torres

*Director, Office of Faith-Based and Neighborhood Partnership
Office of the Secretary*

Andres has a Master's degree in Public Administration from Columbia's School of International and Public Affairs, and a bachelor's from Vanderbilt University, with a double major in Political Science and Spanish & Portuguese. He is originally from Miami, Florida, where he served as a Teach for America corps member (and is also where he met his wife). A lifelong field organizer, Andres worked in Florida with Organizing for America, President Obama's reelection campaign. In 2014, he was appointed by President Obama and served as a Special Assistant to the Assistant Secretary for International Finance at the Department of the Treasury. Most recently, Andres worked as a Senior Consultant with Global Americans and the State Department's Global Engagement Center on disinformation research. Andres is a soccer fanatic and loves spending time with his wife & two young children.



Operating Units – Senior Political Official Biographies



Alan Estevez

*Under Secretary of Commerce for Industry and Security
Bureau of Industry and Security*

Alan Estevez previously served as a national security and logistics consultant at Deloitte Consulting. He spent more than three decades with the Department of Defense, having served in the Office of the Secretary of Defense and the Department of the Army. During the Obama Administration, Alan served as the Assistant Secretary of Defense for Logistics and Material Readiness and as the Principal Deputy Under Secretary of Defense (Acquisition, Technology & Logistics). He also represented the Department of Defense on the Committee on Foreign Investment in the United States (CFIUS). During his career, Alan has been honored with numerous awards: three Department of Defense Distinguished Public Service Medals, the Distinguished Civilian Service Medal; Service to America Medal (2005), and two Office of the Secretary of Defense Medals for Meritorious Civilian Service. Alan holds a BA in political science from Rutgers University and a MS in national resource strategy from the Industrial College of the Armed Forces at the National Defense University.



Eric Beane

*Deputy Under Secretary of Commerce for Industry and Security
Bureau of Industry and Security*

Eric J. Beane serves as the Deputy Under Secretary of Commerce for Industry and Security. As Deputy Under Secretary, Mr. Beane helps lead the Bureau of Industry and Security's mission to advance U.S. national security, foreign policy, and economic objectives by ensuring an effective export control and treaty compliance system and promoting U.S. strategic technology leadership. His responsibilities include oversight of the budget process, fiscal management, personnel management services, information technology and security, and various policy and programmatic priorities. Mr. Beane holds a Bachelor of Arts in public policy from the University of Chicago and a J.D. from the University of Arizona James E. Rogers College of Law. He also studied in London and Beijing.



Matthew S. Axelrod

*Assistant Secretary of Commerce for Export Enforcement
Bureau of Industry and Security*

Matthew Axelrod comes from the Department of Justice (DOJ) where he served as Senior Counselor in the Office of the Deputy Attorney General. Prior to his time at DOJ, he was a partner at Linklaters, where he focused on internal investigations and white-collar defense work. Previously, he served as the Principal Associate Deputy Attorney General at DOJ, where he was responsible for helping the Deputy Attorney General run the day-to-day operations of the department. From 2003 to 2009, Mr. Axelrod served as an Assistant United States Attorney in Miami and from 2009 to 2013 he was on detail to main DOJ where he worked as a Senior Counsel to the Assistant Attorney General for the Criminal Division and then as an Associate Deputy Attorney General. Mr. Axelrod is a graduate of Yale Law School and Amherst College. He lives in Bethesda, Maryland, with his wife and has two daughters.



Thea D.R. Kendler

*Assistant Secretary of Commerce for Export Administration
Bureau of Industry and Security*

Thea Kendler is an experienced federal government attorney whose career focuses on national security and international trade law. As a trial attorney in the Department of Justice's National Security Division, Counterintelligence and Export Control Section, Ms. Kendler partnered with U.S. Attorney's Offices and federal agents around the country to investigate and prosecute cases primarily involving export controls, economic espionage, and counterintelligence. Before joining the Justice Department in 2014, Ms. Kendler served as Senior Counsel in the Commerce Department's Office of Chief Counsel for Industry and Security. Earlier in her career, she practiced in the International Trade section of the law firm Akin Gump Strauss Hauer & Feld LLP. Ms. Kendler graduated from the University of Pennsylvania Law School and the University of Pennsylvania. She lives in Bethesda, Maryland, with her husband and two children.



Robert Santos

Director of the U.S. Census Bureau
U.S. Census Bureau

Robert Santos previously served as vice president and chief methodologist at the Urban Institute. With more than 40 years of experience, his expertise spans quantitative and qualitative research design, sampling, survey operations, and statistical analysis, and his specialty areas include undocumented immigrants and other disadvantaged populations. Santos has worked across a wide range of policy areas including education, health, immigration and refugees, environmental issues, housing discrimination, travel behavior, and elections. Born and raised in San Antonio, Texas, he received a BA in mathematics from Trinity University after attending San Antonio Community College. Santos received an MA in statistics from the University of Michigan while learning the art and science of survey sampling at the Survey Research Center of the UM Institute for Social Research.



Political Appointee Vacant

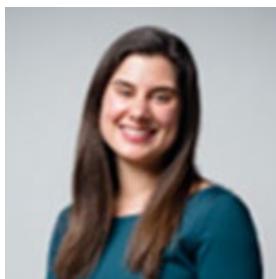
Under Secretary of Commerce for Economic Affairs
Office of the Under Secretary of Economic Affairs

Currently Oliver Wise, the Chief Data Officer, a career SES position, is performing the non-exclusive functions and duties of the Under Secretary of Commerce for Economic Affairs



Jane Dokko
Chief Economist
Office of the Under Secretary of Economic Affairs

Jane Dokko joins the Department from the Federal Reserve Bank of Chicago where she was the Vice President for Community Development and Policy Studies and the Community Affairs Officer. In this role, she led research and community engagement to create opportunity and improve economic outcomes for low- and moderate-income people and places. Prior to joining the Chicago Fed, Jane was the Deputy Assistant Secretary for Financial Economics at the U.S. Treasury Department and a senior economist at the White House Council of Economic Advisers. In this work, she was a leader in the development of housing finance policy, the fiduciary rule, and infrastructure policy. Her expertise spans housing finance, consumer finance, retirement security, and financial regulation. Jane lives in Chicago with her husband and daughter, and loves the lake, Chicago's food scene, and proximity to a major global airport.



Christina Killingsworth (Acting)
Assistant Secretary of Commerce for Economic Development
Economic Development Administration

Most recently, Cristina served as Chief of Staff at the International Trade Administration. Previously, she was Vice President at WestExec Advisors, a geopolitical strategic advisory firm. Prior to that, she served as Senior Advisor to the CEO of the Millennium Challenge Corporation, as well as Director for Strategic Planning and Director for African Affairs at the White House National Security Council. She was also an Examiner in the International Affairs Division of the White House Office of Management and Budget. Cristina holds an MA in International Affairs from Yale University and a BA in Humanities and Middle Eastern Studies from the University of Texas at Austin. She lives in the Mount Pleasant neighborhood of DC with her husband, Cameron, two children, Simon and June, and dog, Barton.



Political Appointee Vacant

*Deputy Assistant Secretary for Policy
Economic Development Administration*

Currently Eric Bean, the Tech Hubs Program Director, a career SES position, is Acting in this position.



Maria L. "Marissa" Lago

*Under Secretary of Commerce for International Trade
International Trade Administration*

Marisa Lago has led a distinguished career in public service with expertise in international markets, trade, financial regulation and enforcement. Before joining ITA, she led the New York City Department of City Planning and the City Planning Commission. In the Obama-Biden Administration, she served in the Department of the Treasury as Assistant Secretary for International Markets and Development. Lago has also served as the Director of the Boston Redevelopment Authority and Chief Economic Development Officer for the City of Boston, President and CEO of the Empire State Development Corporation, Director of the Office of International Affairs for the U.S. Securities and Exchange Commission, and Global Head of Compliance for a major investment bank. She received a Bachelor of Science in Physics from The Cooper Union and her Juris Doctor cum laude from Harvard Law School.

**Arun Venkataraman**

*Assistant Secretary of Commerce for Global Markets and Director
General of the U.S. and Foreign Commercial Service
International Trade Administration*

Arun Venkataraman has more than 20 years of experience advising companies, international organizations, and the U.S. government on international trade issues. As the first ever Director of Policy at the International Trade Administration under President Obama, Arun helped shape the US government's responses to critical challenges. While at the Office of the US Trade Representative (USTR), he led the development and implementation of US-India trade policy as the Director for India, for which he received the agency's Kelly Award for outstanding performance and extraordinary leadership. Arun also served as Associate General Counsel, representing the United States in litigation before the World Trade Organization and in negotiations on international trade agreements. Before joining USTR, Arun was a Legal Officer at the World Trade Organization. Arun holds a J.D. from Columbia Law School, and a Master of Arts in Law and Diplomacy from the Fletcher School of Law and Diplomacy.

**Grant T. Harris**

*Assistant Secretary of Commerce for Industry and Analysis
International Trade Administration*

Grant Harris joins the Department from his role as CEO of Connect Frontier LLC, a consulting firm that advises companies on doing business in emerging and frontier markets globally. He has previously taught about strategy and political risk in emerging markets at Northwestern University and at the University of California, Berkeley. From 2011-2015, Grant served as Special Assistant to the President and Senior Director for African Affairs at the White House. He conceived of the historic U.S.-Africa Leaders' Summit, which generated \$37 billion in commitments to support trade, investment, and development across Africa. Grant also served as a Member of the United States Holocaust Memorial Council. Prior to his work at the White House, Grant served as Deputy Chief of Staff and Counselor to Ambassador to the United Nations Susan Rice. Grant also served in the African Affairs Directorate at the White House under President Bill Clinton and in the U.S. Mission to the United Nations under Ambassador Richard Holbrooke. Grant holds a JD from Yale Law School, a MA in Public Affairs from Princeton University, and a BA from the University of California, Berkeley. He is originally from California.



Ryan Majerus (Performing the non-exclusive duties)

Performing the non-exclusive functions and duties of the Assistant Secretary of Commerce for Enforcement and Compliance International Trade Administration

Ryan Majerus is performing the non-exclusive functions and duties of the Assistant Secretary for Enforcement and Compliance at the International Trade Administration. Most recently, Majerus served as Senior Policy Advisor for Supply Chains at the White House National Economic Council. He also served as ITA's Deputy Assistant Secretary for Trade Policy and Negotiations. Prior to joining the Biden-Harris Administration, Majerus had a decade-long legal career in the federal government. This included service as Senior Counsel at the U.S. Department of Agriculture (USDA). Prior to USDA, Ryan spent nearly four years at the Office of the U.S. Trade Representative (USTR) as an Assistant General Counsel. He also served for five years with the Civil Division of the Department of Justice. He also clerked for the Chief Judge of the U.S. District Court of the Western District of Tennessee. Ryan was born and raised in Billings, Montana. He received his Bachelor of Arts in government from Georgetown University and his juris doctorate from Georgetown University Law Center. Ryan lives in Falls Church, Virginia, with his wife Samantha and daughter Juliette.



Political Appointee Vacant

*Under Secretary of Commerce for Minority Business Development
Minority Business Development Agency*

**Eric Morissette**

*Deputy Under Secretary of Commerce for Minority Business Development
Minority Business Development Agency*

Eric Morissette first joined the Commerce Department as the Director of Legislative Affairs, he later served as the Chief of Staff to the Deputy Secretary and now serves as the Deputy Under Secretary for MBDA. He has managed domestic and international issues in the federal government for over a decade. Eric has worked in both the legislative and executive branches, where he has drafted and implemented U.S. law. He has an array of experience: serving under U.S. Senate Majority Leader Charles Schumer as a legislative aide, working in the Office of Board Members for the U.S. Federal Reserve, managing the U.S. House of Representatives Financial Services Subcommittee on National Security, International Development, and Monetary Policy, and other federal posts. Eric most recently served as Deputy Chief of Staff for U.S. Senator Amy Klobuchar. He holds a B.A. in Political Science, Public Policy, and Political Philosophy from Syracuse University's Maxwell School and a Masters in Global Policy from Johns Hopkins School of Advanced International Studies.

**Lauren E. Locascio**

*Under Secretary of Commerce for Standards and Technology and
Director of the National Institute of Standards and Technology
National Institute of Standards and Technology*

Laurie Locascio re-joins the Department from the University of Maryland, where she served as Vice President for Research. She previously served as NIST's Acting Principal Deputy Director and Associate Director for Laboratory Programs. Laurie directed the Material Measurement Laboratory (MML), one of NIST's largest scientific labs, overseeing 1,000 research staff in eight locations around the U.S. and a \$175M annual budget. Prior to directing the MML, Laurie served as chief of MML's Biochemical Sciences Division. Her honors and awards include the US Department of Commerce Silver Medal, US Department of Commerce Bronze Medal Award, ACS Division of Analytical Chemistry Arthur F. Findeis Award, and the NIST Applied Research Award. Laurie has a degree in chemistry from James Madison University, a master's in bioengineering from the University of Utah, and a PhD in toxicology from the University of Maryland, Baltimore.

**Michael R. Schmidt**

*Director of the CHIPS Program Office
National Institute of Standards and Technology*

Michael Schmidt most recently served as a Senior Advisor at the Treasury Department. At Treasury, he managed implementation of the Child Tax Credit program in the American Rescue Plan, which provided monthly payments to more than 37 million families and lifted more than 3 million children out of poverty. Prior to joining Treasury, Schmidt served as the Commissioner of the New York State Department of Taxation and Finance, which oversees the state's tax system and collects more than \$100 billion in revenue annually. Before then, Schmidt served as Deputy Secretary for economic development in New York, where he oversaw policy and operations for 12 state agencies and authorities covering economic development, housing, and tax. Schmidt previously served in the Office of Domestic Finance at the U.S. Treasury Department and as a financial analyst at the Yale Investments Office. He holds a J.D. and a B.A. from Yale.

**Dr. Richard W. Spinrad**

*Under Secretary of Commerce for Oceans and Atmosphere and
Administrator of the National Oceanic and Atmospheric
Administration
National Oceanic and Atmospheric Administration*

Dr. Rick Spinrad, Ph.D. was sworn in on June 22, 2021, as the Under Secretary of Commerce for Oceans and Atmosphere and the 11th NOAA Administrator. This is his third tour of duty at NOAA, having served as NOAA's Chief Scientist under President Barack Obama from 2014 until 2016. He also led NOAA's Office of Oceanic and Atmospheric Research and National Ocean Service from 2003-2010. As Administrator, Dr. Spinrad is responsible for the strategic direction and oversight of the agency and its over 12,000 employees, including developing NOAA's portfolio of products and services to address the climate crisis; enhancing environmental sustainability and fostering economic development, including advancing the new blue economy; and creating a more just, equitable, diverse, and inclusive NOAA workforce. He is the recipient of Presidential Rank Awards from presidents George W. Bush and Barack H. Obama. Dr. Spinrad is past president of The Oceanography Society (TOS) and the Marine Technology Society. He is a fellow of the American Meteorological Society, Marine Technology Society, TOS, and the Institute of Marine Engineering, Science and Technology (IMarEST), and an IMarEST Chartered Marine Scientist. Dr. Spinrad received his B.A. in Earth and Planetary



Jainey K. Bavishi

*Assistant Secretary of Commerce for Oceans and Atmosphere and
Deputy Administrator of the National Oceanic and Atmospheric
Administration*

National Oceanic and Atmospheric Administration

Jainey K. Bavishi, a distinguished expert in the field of climate adaptation and resilience and joins the Department as Assistant Secretary of Commerce for Oceans and Atmospheres and Deputy NOAA Administrator after being confirmed by the Senate on December 22. Bavishi most recently served in the New York City Mayor's Office as director of the Office of Climate Resiliency where she oversaw the implementation of climate resilience strategies for the nation's largest city. Prior to that, she was the associate director for climate preparedness at the White House Council on Environmental Quality. She also held posts as the director of external affairs and senior policy advisor at NOAA from 2010 to 2013. Bavishi also led a nonprofit initiative that built partnerships to scale innovative approaches to disaster risk reduction in the Asia Pacific region. Prior to that, she was the head of a philanthropic initiative to build a coalition of community-based leaders focused on an equitable recovery from hurricanes Katrina, Rita, Gustav and Ike in the Gulf Coast region. Bavishi earned a bachelor's degree in public policy and cultural anthropology from Duke University, and a master's degree in city planning from the Massachusetts Institute of Technology.



Dr. Michael C. Morgan

*Assistant Secretary of Commerce for Environmental Observation
and Prediction*

National Oceanic and Atmospheric Administration

Michael C. Morgan, Ph.D. is the assistant secretary of commerce for environmental observation and prediction. In this role, Dr. Morgan is responsible for providing agency-wide direction with regard to weather, water, climate, and ocean observations, including in situ instruments and satellites, and the process of converting observations to predictions for environmental threats. Prior to joining NOAA, he had most recently served as a professor and associate department chair in the Department of Atmospheric and Oceanic Sciences at the University of Wisconsin-Madison. Dr. Morgan also recently served on the World Meteorological Organization World Weather Research Programme's Scientific Steering Committee. In addition, he recently served as a member of the board of directors of the American Institute of Physics and chair of their Public Policy Advisory Committee. Dr. Morgan has previously served as the division director for the Division of Atmospheric and Geospace Sciences at the National Science Foundation, and as an AMS/UCAR congressional science fellow, working in the office of U.S. Senator Benjamin Cardin (MD) as a senior legislative fellow on energy and environmental issues. He earned his S.B. in Mathematics and Ph.D. in Meteorology from the Massachusetts Institute of Technology.



Janet Coit

*Assistant Administrator for Fisheries
National Oceanic and Atmospheric Administration*

Coit has chaired the Executive Climate Change Coordinating Council, which leads the state's cross-cutting work to reduce greenhouse gas emissions and improve resiliency, since its creation. Coit believes that clean water, clean air, safe and attractive parks, and vibrant open spaces are pillars of healthy communities and a diverse, robust economy. She led Rhode Island's Lean Government Initiative and improved customer service at DEM, efforts that led to her receiving the Excellence in Public Service award from the Rhode Island business community. Prior to RIDEM, Coit worked for ten years at The Nature Conservancy where she was director of the Rhode Island Chapter. She is a graduate of Dartmouth College and holds a JD from Stanford Law School, where she was president of the Environmental Law Society. Coit is a member of the American College of Environmental Lawyers. She has always been inspired by Rachel Carson and enjoys hiking, kayaking and exploring nature. Coit is married with two grown children.



Political Appointee Vacant

*Chief Scientist
National Oceanic and Atmospheric Administration*

Currently Dr. Steve Thur, the Assistant Administrator for Oceanic and Atmospheric Research, a career SES position, is Acting in this position.

**Richard DalBello***Director, Office of Space Commerce**National Oceanic and Atmospheric Administration*

Richard DalBello has more than 30 years of public and private sector commercial space experience. In his previous position as Virgin Atlantic's Vice President of Global Engagement, he managed international business development for the company's fleet of carrier aircraft and space vehicles. Before his career at Virgin Atlantic, Richard was the director of Space and Aeronautics in the White House Office of Science and Technology Policy. A native of Springfield, Illinois, Richard served in several additional private sector leadership roles and a previous position in the White House Office of Science and Technology Policy. Richard earned a bachelor's degree in political science from the University of Illinois, a Doctorate in Jurisprudence from the University of San Francisco and a Master's in Law from McGill University.

**Walker Smith***General Counsel**National Oceanic and Atmospheric Administration*

Walker B. Smith began her environmental career at the Environment and Natural Resources Division, U.S. Department of Justice, litigating complex federal civil cases under numerous environmental statutes, and serving in multiple positions including the Principal Deputy Chief of the Environmental Enforcement Section. In 2002, Walker transferred to the Environmental Protection Agency, first serving as Director of the Office of Civil Enforcement, responsible for civil and administrative enforcement actions for all statutes and regulations under EPA's jurisdiction, and later as the Director of EPA's Office of Global Affairs and Policy, responsible for EPA's international multilateral portfolio. She is a recipient of Presidential Rank Awards in 2007 and 2017. She received her J.D. from the University of Louisville Brandeis School of Law.



Alan B. Davidson

Assistant Secretary of Commerce for Communications and Information and Administrator of the National Telecommunications and Information Administration
National Telecommunications and Information Administration

Alan Davidson is an Internet policy expert with over 20 years of experience as an executive, public interest advocate, technologist, and attorney. He was most recently a Senior Advisor at the Mozilla Foundation, a global nonprofit that promotes openness, innovation, and participation on the Internet. He was previously Mozilla's Vice President of Global Policy, Trust and Security, where he led public policy and privacy teams promoting an open Internet and a healthy web. Alan served in the Obama-Biden Administration as the first Director of Digital Economy at the U.S. Department of Commerce. He started Google's public policy office in Washington, D.C., leading government relations and policy in North and South America for seven years until 2012. Alan has been a long-time leader in the Internet nonprofit community, serving as Director of New America's Open Technology Institute where he worked to promote equitable broadband access and adoption. As Associate Director of the Center for Democracy and Technology, Alan was an advocate for civil liberties and human rights online in some of the earliest Internet policy debates. Alan currently resides with his family in Chevy Chase, Maryland. He is a graduate of the Massachusetts Institute of Technology and the Yale Law School and is a member of the District of Columbia Bar.



Sarah Morris (Acting)

*Principal Deputy Assistant Secretary and Deputy Administrator
National Telecommunications and Information Administration*

Sarah is a lawyer, non-profit executive, and recognized communications policy expert. She joined NTIA in March 2022 as the agency's senior advisor for broadband. Prior to NTIA, Sarah was the executive director of New America's Open Technology Institute, where she led the organization's strategic planning, fundraising, and management. Before that role, she directed the organization's efforts on a broad portfolio of issues including broadband access and adoption, digital privacy, online consumer protections, and preserving the open Internet. Her work on these issues has been widely quoted in national publications and she has appeared as an expert on radio and television outlets. Sarah earned a B.A. from the University of Nebraska-Lincoln, and a J.D. and LL.M. in space, cyber, and telecommunications law from Nebraska Law, completing her thesis on privacy and security concerns related to the electric smart grid.



Katherine "Kathi" Vidal

*Under Secretary of Commerce for Intellectual Property and
Director of the United States Patent and Trademark Office
U.S. Patent and Trademark Office*

Kathi grew up in a career military family and spent her childhood on military bases in the United States, Panama, Germany, and the Azorean Islands (Portugal). Since April 2017, Kathi has been the Silicon Valley managing partner and patent litigator at Winston & Strawn, where she distinguished herself as one of the leading IP litigators and Federal Circuit strategists in the country. She clerked for Judge Alvin Anthony Schall on the U.S. Court of Appeals for the Federal Circuit. She previously worked at Fish & Richardson P.C., where she became a recognized expert on IP law, led a litigation group of 270 attorneys in 11 global offices, and served on the firm's Management Committee. Starting college at age 16, Kathi received her BS in electrical engineering from the State University of New York at Binghamton. She holds an MS in electrical engineering from Syracuse University and a JD from the University of Pennsylvania. Kathi lives with her family and dog, Oliver. She is moving to D.C. from the Bay Area to serve at the Department.



Derrick Brent

*Deputy Under Secretary of Commerce for Intellectual Property and
Deputy Director of the United States Patent and Trademark Office
U.S. Patent and Trademark Office*

Deputy Director Brent's career includes vast public service and private sector work, including significant experience in IP law and works to assist startups as well as those who are underrepresented. He served for six years as Chief Counsel for Senator Barbara Boxer, where he was responsible for a broad portfolio that included IP and constitutional issues, civil rights, telecommunications, and judicial nominations. During his time in the Senate, Deputy Director Brent was recognized as one of the most knowledgeable counsels on IP and a respected authority on 2011's America Invents Act and other impactful legislative initiatives. Deputy Director Brent has served in all three branches of the federal government: executive, legislative, and judicial. In addition to his work as a Chief Counsel in the U.S. Senate, he clerked for the Hon. Algenon L. Marbley, Chief Judge of the U.S. District Court for the Southern District of Ohio. Deputy Director Brent received a Bachelor of Science degree in mechanical engineering from The Ohio State University and a Juris Doctor degree from the Northwestern University School of Law (now the Northwestern University Pritzker School of Law).



Senior Career Official Biography List

Office of the Secretary – Senior Career Officials		
OS	Deputy Assistant Secretary for Administration <i>performing non-exclusive functions and duties of CFO/ASA*</i>	Jeremy Pelter
OS	Deputy General Counsel for Administration	John Guenther
OS	Deputy Inspector General	Roderick Anderson
OS	Senior Advisor to the Deputy Secretary for Policy and Program Integration	Aschley Schiller
OS	Senior Advisor to the Deputy Secretary	Kurt Bersani
OS	Chief Information Officer	Brian Epley
OS	Deputy Assistant Secretary, Office of Security, Insider Risk and Continuity	Nicholas Schnare
OS	Director, Office of Acquisitions Management	Olivia Bradley
OS	Chief Human Capital Officer and Director, Office of Human Resources Management and Acting DASA	Jessica Palatka
OS	Director, Office of Facilities and Environmental Quality	Lisle Hannah
OS	Director, Office of Performance Excellence	Harry Knight
OS	Director, Office of Privacy Open Government	Charlie Cutshall
OS	Director, Office of Civil Rights	Jerry Beat
OS	Director, Office of Small and Disadvantaged Business Utilization	Jamala Peyton
OS	Director, Office of Budget	Mike Phelps
OS	Deputy Chief Financial Officer and Director of Financial Management	Steve Kunze
OS	Director, Office of the Secretary Financial Management	Holden Hoofnagle
OS	Director, Office of Financial Reporting, Policy, Internal Controls, and Travel	Julie Tao
OS	Director, Office of Financial Management Systems	Teresa Coppolino
OS	Deputy Director, Office of Policy and Strategic Planning	David Langdon
OS	Deputy Director, Office of Public Affairs	Areaka Foye-McFadden
OS	Director of Administration	Tanika Hawkins
OS	Associate Director, Executive Secretariat	Paul Reyes
Operating Units – Senior Career Officials		
BEA	Director, Bureau of Economic Analysis	Vipin Arora
BEA	Deputy Director, Bureau of Economic Analysis	Patricia Abaroa
BIS	Principal Deputy Assistant Secretary for Export Enforcement	Kevin Kurland
BIS	Director, Office of Export Enforcement	John Sonderman
BIS	Principal Deputy Assistant Secretary for Export Administration	Matt Borman
OUSEA	Chief Data Officer <i>performing non-exclusive functions and duties of Under Secretary for Economic Affairs*</i>	Oliver Wise
OUSEA	Evaluation Officer	Shawn Klimek
Census	Deputy Director and Chief Operating Officer	Ron Jarmin
Census	Associate Director for Field Operations	Timothy Olson
Census	Associate Director for Economic Programs	Nick Orsini
Census	Associate Director for Decennial Census Programs	Deborah Stempowski
Census	Associate Director for Demographic Programs	Victoria Vellkoff
Census	Chief Scientist and Associate Director for Research and Methodology	Sallie Keller
EDA	Deputy Assistant Secretary for Economic Development and Chief Operating Officer	Ben Page
EDA	Deputy Assistant Secretary for Regional Affairs	Craig Buerstatte
EDA	Director, Tech Hubs Program <i>Acting as Deputy Assistant Secretary for Policy*</i>	Eric Smith
ITA	Deputy Under Secretary of Commerce for International Trade	Diane Farrell
ITA	Deputy Director General of the U.S. and Foreign Commercial Service	James Golsen
ITA	Principal Deputy Assistant Secretary for Industry and Analysis	Heather Helm
ITA	Principal Deputy Assistant Secretary for Enforcement and Compliance	Abdelali Elouradia
MBDA	Chief Operating Officer	Donald Smith
NIST	Chief Metrologist	James Olthoff
NIST	Associate Director for Laboratory Programs	Charles Romine
NIST	Deputy Director, CHIPS R&D Office <i>Acting Associate Director for Innovation & Industry Services**</i>	Eric Lin
NIST	Chief of Staff	Jason Boehm
NIST	Associate Director for Management Resources	Del Brockett
NOAA	Deputy Under Secretary for Operations	VADM Nancy Hann
NOAA	Assistant Administrator for National Environmental Satellite, Data and Information Service	Stephen Volz
NOAA	Assistant Administrator for Weather Services and Director, National Weather Service	Ken Graham



Section 3-2 a – Senior Career Official Biography List

NOAA	Assistant Administrator, National Ocean Service	Nicole LeBoeuf
NOAA	Assistant Administrator for Office of Oceanic and Atmospheric Research <i>Acting Chief Scientist</i>*	Steven Thur
NOAA	Deputy Assistant Administrator for Operations, National Marine Fisheries Service	Emily Menashes
NOAA	Deputy Assistant Administrator for Regulatory Programs	Samuel D. Rauch III
NOAA	Director, NOAA Commissioned Officer Corps and Director, Office of Marine and Aviation Operations	RADM Chad Cary
NTIA	Deputy Assistant Secretary for Operations and Administration	Karin O'Leary
NTIA	Associate Administrator, Spectrum Management	Charles Cooper
NTIA	Associate Administrator, Internet Connectivity and Growth	Douglas Kinkoph
NTIA	Associate Administrator, International Affairs	Jaisha Wray
NTIA	Associate Administrator, Policy Analysis and Development	Travis Hall
NTIA	Associate Administrator, Public Safety Communications	Mike Dame
NTIA	Associate Administrator and Director, Institute for Telecommunication Sciences	David Goldstein
NTIA	Executive Director and Chief Executive Officer, FirstNet Authority	Joseph M. Wassel
NTIS	Director, National Technical Information Service	Jeremiah "JJ" Jones
USPTO	Commissioner for Patents	Vaishali Udupa
USPTO	Commissioner for Trademarks	David S. Gooder
USPTO	USPTO General Counsel	David Berdan

* A career appointee is performing the non-exclusive functions and duties of a senior politically appointed position.

** A career appointee is Acting in a senior career appointed position.



Office of the Secretary – Senior Career Official Biographies



Jeremy Pelter

*Deputy Assistant Secretary for Administration – performing the non-exclusive functions and duties of CFO/ASA
Office of the Secretary*

Prior to this role, Mr. Pelter served as the Deputy Under Secretary for Industry and Security, managing the daily operations of the Bureau of Industry and Security (BIS) and advising the Under Secretary of Industry and Security on a broad range of management and policy issues. Mr. Pelter previously served at the Department-level as the Senior Advisor to the Deputy Secretary of Commerce, advising the Deputy Secretary on issues related to policy and program implementation. Mr. Pelter entered the career senior executive service as the Chief Financial Officer and Director of Administration for the Economics and Statistics Administration (ESA). Before the Department of Commerce, Mr. Pelter served at the U.S. Small Business Administration (SBA) in several financial and operational positions. Additionally, Mr. Pelter was an inaugural Fellow of the White House Leadership Development Program, supporting trade policy. Prior to his federal career, Mr. Pelter worked in the non-profit sector in the Washington, D.C., metropolitan area. Mr. Pelter earned his BA in Political Science from Indiana University and his MS in Management from the University of Maryland University College. He holds certificates in Public Leadership and Program Management from the Brookings Institution and American University, respectively.



John Guenther

*Deputy General Counsel for Administration
Office of the Secretary*

John joined OGC's Employment and Labor Law Division (ELLD) in January 2000, after receiving his J.D. from the Georgetown University Law Center. He spent 20 years in ELLD, as a staff attorney, team leader, Deputy Chief, and ultimately Chief. In 2008, he was recognized as the Department's Attorney of the Year for his efforts representing Commerce before the Nuclear Regulatory Commission, local government, and others, following a plutonium spill at NIST's Boulder Labs. From 2019 to early 2021 he was the Department's acting Chief Human Capital Officer and Director for Human Resources Management. In March 2020, John became the Associate Deputy General Counsel, and in October of that year he became the acting Deputy General Counsel for Administration, before ultimately being reassigned to that position. John received his B.A. from Kenyon College and a M.A. from Indiana University. He is a member of the Maryland State Bar.



Roderick Anderson
Deputy Inspector General
Office of the Secretary

Mr. Anderson joined the Federal government in 2004 and the Senior Executive Service in 2007. In 2010, he became the Assistant Inspector General for Management for the U.S. Department of the Interior, where he led the business functions of the agency, including communications, human resources, finance, procurement, information technology, information security, facilities, and renovations. Prior to entering government service, Mr. Anderson re-designed supply chain and logistics operations for Hewlett Packard Company and led North and South American customer support teams for Newbridge Networks. His time as a self-employed business consultant included improving operations for the Union Pacific Railroad, as well as working on projects with small companies in Central America, India, the Philippines, and Australia. A native of Nebraska, he has an engineering degree from Texas A&M University and an MBA in Finance from Tulane University. He lives in Virginia with his wife and ten children.



Aschley Schiller
Senior Advisor to the Deputy Secretary for Policy and Program Integration
Office of the Secretary

Aschley Schiller is a Senior Advisor for Policy and Program Integration at the U.S. Department of Commerce, where she has served since January 2024. Prior to this role, Schiller held the position of Deputy Budget Director from July 2020 to January 2024. Before joining the Department of Commerce, Schiller was a Senior Program Manager at Bryce Space and Technology from September 2018 to July 2020. Schiller also has experience working with the U.S. House of Representatives' Committee on Appropriations, where she served as professional staff for over five years, focusing on the Subcommittee on Commerce, Justice, Science, and Related Agencies. Additionally, Schiller has worked with the U.S. Small Business Administration as a Senior Advisor in the Office of the Chief Financial Officer and held a Presidential Management Fellowship with the Office of Management and Budget. Schiller holds a Master of Public Policy from the University of Michigan, with a concentration in Quantitative Methods of Program Evaluation and Public Budgeting, and a Bachelor of Arts in History from Texas A&M University, where she graduated Summa Cum Laude with University and Research Honors.



Kurt Bersani

*Senior Advisor to the Deputy Secretary
Office of the Secretary*

Mr. Bersani has been with the Commerce Department for nearly three decades. During his tenure with Enterprise Services (ES), he also served as acting Deputy Assistant Secretary for Administration, Director of Headquarters Human Resources, and Director of the Department's Executive Resources. Prior to joining ES, he served as CFO, Deputy CFO, and Chief Administrative Officer at ITA. He also served as acting Deputy Chief Information Officer for International Trade. He began his federal career at BEA as an economist. At BEA, working with a team of GDP economists, he became Deputy Associate Director for an economics program, and then took the helm as HR Director for BEA. He ultimately became BEA's Chief Administrative Officer, overseeing finance, budget, Congressional affairs, and administrative management of the Bureau. In one of his most rewarding assignments, he served as acting Director of Human Resources at the U.S. Census Bureau where he oversaw a major hiring initiative that added nearly 400 staff to the Census Bureau in less than six months. Mr. Bersani holds a bachelor's degree in International Relations and Economics and a master's degree in International Development and Economics.



Brian Epley

*Chief Information Officer
Office of the Secretary*

Brian previously served as the Principal Deputy Chief Information Officer at the Department of Energy. Brian led and assisted the CIO in the office's strategic direction for the protection and modernization of IT, cybersecurity, data usage, and digitization to serve the Department's mission. Brian also served in executive leadership positions with the EPA including Principal Deputy Assistant Administrator for Administration and Resources Management, Deputy CIO and Director of the Office of Information Technology Operations, and Chief Technology Officer for the Office of Environmental Information. Prior government roles include Homeland Security Presidential Directive-12 Technical Director of the Department of Veterans Affairs Office of Information and Technology and IT Services Director of the Virginia Information Technologies Agency serving the Commonwealth of Virginia Office of the Governor. Brian also held various leadership roles in the private sector at the Computer Science Company, Northrop Grumman, North Highland Worldwide Consulting, and as the founding President of Inter Solve-IT. Brian holds a Master of Business Administration degree, specializing in International Business and a Bachelor of Science degree, Management Information Systems, from the Virginia Commonwealth University.



Nicholas M. Schnare

*Deputy Assistant Secretary, Office of Security, Insider Risk, and Continuity
Office of the Secretary*

Prior to this role, he served as the SES Director for Security at the Department of Commerce responsible for a nationwide, multi-disciplined security program, which included: personnel security, physical security, law enforcement, information security, continuity and emergency management, and anti-terrorism. He also previously served as Assistant Director of the Department's Security and Emergency Management Division, where he was responsible for the Department's Continuity of Operations Programs and Emergency Operations Center. Additionally, he was responsible for the overall Physical Security, Security Operations and Occupant Emergency Program of the Department's Headquarters. Mr. Schnare has 25 years of leadership and operational, physical and technical security; emergency management; insider risk/threat and law enforcement experiences. He previously held positions at the Smithsonian Institution, Government Accountability Office (GAO) and the Missile Defense Agency. He is a veteran of the United States Army, having served 7 years in the Military Police Corp providing law and order to military communities as well as providing Combat Mission Support while deployed.



Olivia J. Bradley

*Director, Office of Acquisitions Management
Office of the Secretary*

Before joining OAM, Ms. Bradley was the Director of the Strategic Sourcing Acquisition Division in the Acquisition and Grants Office of the National Oceanic and Atmospheric Administration (NOAA) where she focused on maximizing the operational efficiency and value of NOAA's procurements by applying strategic sourcing techniques. Ms. Bradley entered the federal acquisition workforce as a Contract Specialist in the Department of the Navy Acquisition Intern Program assigned to the Military Sealift Command (MSC). Since then she has held various positions within MSC, the Missile Defense Agency and NOAA. Ms. Bradley graduated from Louisiana State University in 1998 with a B.A. in French. She received a Master of Business Administration from George Washington University in 2001, a Master of Arts in National Security and Strategic Studies from the Navy War College in 2009, and a Master of Science in National Resource Strategy in 2011. Ms. Bradley is originally from Shreveport, Louisiana and currently resides in Silver Spring, MD.



Jessica Palatka

*Chief Human Capital Officer and Director, Office of Human Resources Management – Acting Deputy Assistant Secretary for Administration
Office of the Secretary*

Ms. Palatka earned a Bachelor of Science cum laude in Management Science and Statistics, Decision and Information Technology in 2000 and a Master of Science in Human Resources (HR) Management in 2006 from the University of Maryland. Additionally, she earned a post-grad certificate from Cornell University in HR in 2007. Previously, Ms. Palatka served as the Chief of the HR Operations Center for U.S. Citizenship and Immigration Services in the Department of Homeland Security. Ms. Palatka also served as a Senior Leader while working as the Chief Human Capital Officer and Director, HR Directorate for the National Defense University. She also served as the Director of Human Capital Strategy for Sustainment for the Naval Air Systems Command (NAVAIR). Ms. Palatka holds the HR Certification Institutes certification as a Senior Professional in HR and the Society for HR Management Senior Certified Professional license. Ms. Palatka also holds a Level III certification in Life Cycle Logistics, a Level II certification in Program Management, a Level I certification in International Acquisition, and a Green Belt Lean Six Sigma Certification.



Lisle Hannah

*Director, Office of Facilities and Environmental Quality
Office of the Secretary*

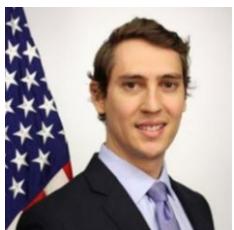
Lisle serves as the Director for the Office of Facilities and Environmental Quality (OFEQ) and has been part of the Office of the Secretary for five years. She oversees environmental and energy policy, real property policy, fleet management and property policy as well as building operations and the renovation of the Commerce Headquarters building. She has been Director for 4 years and concurrently served for 15 months as Acting Deputy Assistant Secretary for Administration. Prior to joining Commerce, Ms. Hannah was the Facilities Director at the Corporation of National and Community Service (now AmeriCorps) and served at the U.S. Patent and Trademark Office for eighteen years, beginning as a contractor on the campus construction and ending as the Director of the Office of Administrative Services. In addition to her federal experience, Ms. Hannah worked as a project manager at several architectural firms. She has a degree from Hood College.



Harry Knight

*Director, Office of Performance Excellence
Office of the Secretary*

Harry is a native of Hudson, Ohio, and joined the Department in 2012. He began serving as Director of the Performance Excellence Office in May 2020. Harry's responsibilities include leading all aspects of the Commerce Department's organizational performance management system such as strategic planning, strategic reviews, and reporting. He also co-led Commerce's 2020 Presidential Transition efforts. He provides advice and guidance on enterprise governance, performance measurement, program evaluation, process improvement, and customer service to Commerce's top political appointees, career senior executives, and bureau staff. Previously, Harry served as Deputy Director of the Office of Performance, Evaluation, and Risk Management at Commerce, as an Executive Fellow at the U.S. Senate, as a Business Strategist at the Department of Treasury, as a Performance Team Lead at USAID, as a Portfolio Manager and Strategy Consultant at Jones Lang LaSalle Inc, and as a Commissioned Officer in the U.S. Navy. Harry holds a master's degree in finance from Texas A&M University and a bachelor's degree in political science from the U.S. Naval Academy, Annapolis.



Charlie Cutshall

*Director, Office of Privacy and Open Government
Office of the Secretary*

Previously, Charles served as the CPO for the Commodity Futures Trading Commission (CFTC) where he was responsible for managing privacy risks to individuals and to the Commission associated with the processing of personally identifiable information and for providing policy and programmatic oversight of the CFTC's privacy program. Prior to joining CFTC, Charles served in the Executive Office of the President where he was responsible for overseeing Federal agencies' privacy programs, developing Federal privacy policy, and helping Federal agencies solve privacy problems. His prior experience also includes developing enterprise-wide privacy policies and supporting privacy compliance programs at both the Department of the Treasury and the Department of Homeland Security. Charles is a voting member of the Federal Privacy Council's Executive Committee and Chairs the Council's Privacy Risk Management working group and also member of the Robert S. Brookings Society at the Brookings Institution. He is a Certified Information Systems Security Professional and a Certified Information Privacy Professional. In 2019, the International Association of Privacy Professional designated Charles as a Fellow of Information Privacy. Charles holds a B.A. and M.P.A. from the Maxwell School of Citizenship and Public Affairs at Syracuse University.



Jerry Beat
*Director, Office of Civil Rights
Office of the Secretary*

Larry J. Beat, who goes by his nickname, Jerry, is currently the Director of the Office of Civil Rights at the U.S. Department of Commerce. Jerry has worked in the field of Equal Employment Opportunity and Diversity, Equity, Inclusion, and Accessibility for more than 29 years and has worked for the Department of Transportation, Food and Drug Administration, Internal Revenue Service, Treasury, National Oceanic and Atmospheric Administration, and the U.S. Merit Systems Protection Board. In 2001, Jerry served on a year-long Intergovernmental Personnel Act Assignment from NOAA to the national non-profit, Society for Advancement for Chicanos and Native Americans in Science, located in Santa Cruz, CA. He left Federal service to become SACNAS' Executive Director in 2002 and 2003 and returned to Washington DC in 2004 and worked in FDA's OEEODM. Jerry received his Bachelor's degree in Political Science and Classics (Attic Greek and Latin) from the University of Pittsburgh and completed graduate work in Counseling Psychology (MFT) at Dominican University in Marin County, CA.



Jamala Peyton
*Director, Office of Small and Disadvantaged Business Utilization
Office of the Secretary*

Mrs. Jamala Peyton joined the Department as the Executive Director of OSDBU on January 29, 2024. As equity in federal procurement is a priority, she has an important role in increasing the Department's contract awards for U.S. small and small, disadvantaged businesses. Ms. Peyton joined the Department after serving as the Deputy Director of Operations for the U.S. Agency for International Development's (USAID) OSDBU after serving 11 years as a senior contracting official for USAID's Office of Acquisition and Assistance (OAA). She also served 8 years as an OAA Office Director in the Foreign Service for USAID Missions in West Africa, Europe and Eurasia, and the Latin American and Caribbean regions. Ms. Peyton also served as the Director for the DHS Office of Health Affairs Acquisition Division and as DHS's Associate Director for the Science and Technology Acquisition Division. Ms. Peyton began her career in acquisitions at NASA where she served as a contracting officer and advocate for small, disadvantaged businesses. Ms. Peyton earned a Bachelor of Science in Communication and Business Management from Bowie State University and a Master of Business Administration from the University of Phoenix. She also holds a Federal Acquisition Certification in Contracting Professional.



Michael E. Phelps
*Director, Office of Budget
Office of the Secretary*

Mr. Phelps enlisted in the U.S. Air Force in 1975, serving 4 years as an accounting and finance specialist before returning to college and earning a commission as a second lieutenant in 1982 through the Reserve Officer Training Corps program. His subsequent 33-year military career spanned all levels of Air Force Financial Management and Comptrollership—he served in command and staff capacities, including assignments as an Accounting & Finance Officer, Budget Officer, Plans Staff Officer, Executive Officer, Squadron Commander, and Military Assistant to the Assistant Secretary of the Air Force for Financial Management and Comptroller. In his final Air Force assignment, he served as Director, Financial Management and Comptroller, at Headquarters Air Combat Command (ACC). Mr. Phelps received his BS in Business Administration and Management and his Master of Public Administration, both from Troy State University. While on active duty, he completed progressive Air Force leadership development through Squadron Officer School, Professional Military Comptroller School, Air Command and Staff College, and Air War College.



Stephen Kunze
*Deputy Chief Financial Officer and Director of Financial Management
Office of the Secretary*

Prior to this, Mr. Kunze served as the Chief Financial Officer for NHTSA where he was responsible for Budget Operations, Acquisitions and Financial Management of the agency. Previous to that position, Mr. Kunze served as the Chief Financial Officer for the Natural Resources Conservation Service (NRCS) in the Department of Agriculture. He led NRCS Accounting Operations, Financial Policy, Systems and Training, Budget Formulation and Execution, and Quality Assurance organizations. Mr. Kunze was also the Deputy Chief Financial Officer at the National Institute of Standards and Technology (NIST) where he was responsible for the Budget, Acquisitions, Financial Management, Internal Controls, Grants and Business Systems divisions. Prior to NIST, Mr. Kunze was the Director of Employee Support Services for the IRS. There he was responsible for all non-Information Technology administrative programs in support of all 113,000 IRS employees. Stephen received a B.A. in Political Science from Providence College and his Masters in Public Affairs from Indiana University in Bloomington, Indiana.



Holden Hoofnagle

*Director, Office of the Secretary Financial Management
Office of the Secretary*

Holden joined the Department in May of 2009. Holden's responsibilities include management of the Office of the Secretary budgetary functions including development and oversight of the budget submissions to the Department, Office of Management and Budget (OMB) and Congress. Accounts include the Office of Secretary's Salaries and Expenses, HCHB Renovation, Nonrecurring Expenses Fund, Gifts and Bequests, Advances and Reimbursements, and the Working Capital Fund. He provides continuous review, re-engineering and streamlining of the Working Capital Fund and serves as the Chairperson of the cross Government Working Capital Fund Symposium hosted by the National Academy of Public Administration (NAPA). Previously, Holden served as the Chief of Business Development for the Minority Business Development Agency within the Department. Holden holds an MBDA from Emory University's Goizueta Business School and a bachelor's degree in finance from the University of Maryland.



Julie Tao

*Director, Office of Financial Reporting, Policy, Internal Controls,
and Travel
Office of the Secretary*

Julie Tao is the Director of the Office of Financial Reporting, Internal Controls, and Travel at Department of Commerce Office of Financial Management. Her office is responsible for formulating and prescribing and implementing Departmentwide financial management, accounting and fiscal policies, procedures, and standards including coordinating preparation of financial statements and other external reporting. Her office also coordinates the annual financial audit, monitors the resolution of audit findings, and oversees the Department's assessment of A-123 internal controls over financial reporting. In addition, Julie is the Department's Senior Travel Official who is responsible for providing policy, oversight, guidance, and reporting of all travel and conference-related activities. Julie has many years of experiences working in the areas of financial management, financial statement audits, internal controls, and financial systems. Prior to joining the Office of Financial Management, Julie worked as an auditor for the Office of Inspector General at the Department of Commerce. Julie graduated from the University of Maryland at College Park and is a certified public accountant.



Teresa Coppolino
*Director, Office of Financial Management Systems
Office of the Secretary*

Ms. Coppolino serves as the Director for Financial Management Systems, Office of Financial Management, is responsible for planning and managing the design, development, and implementation of the Department's Financial Management System and other subsidiary administrative systems components. She provides information technology (IT) support services for the Department's administrative systems for financial reporting, acquisition, property, human resources, and audit management that includes project management, architecture planning, IT change management, database, application, and account management administration, information system security support, disaster recovery support and tier 2 help desk. She provides executive direction on all financial and supporting administrative systems review phases to integrate existing and future systems into new business systems including identifying, acquiring and allocating resources, ensuring timely delivery, adhering to budget constraints and effectively evaluating projects and the overall business systems program. In addition, as Director manages the integration of financial management system component systems with other Departmental and central agency management information systems. Ms. Coppolino holds her BS in Business Administration/Accounting and a minor in Mathematics from the California University of Pennsylvania.



David Langdon
*Deputy Director, Office Policy and Strategic Planning
Office of the Secretary*

David Langdon has served as policy advisor and economist to senior federal officials across Democratic and Republican administrations. He has been Deputy Director of Policy at the U.S. Department of Commerce since June 2021. In addition to managing the policy team, David advises the Secretary and other senior leadership on statistical, economic development, and workforce policy. David previously served as a Senior Policy Advisor in the Office of the Secretary and as Senior Economist in the department's Economics and Statistics Administration. Before joining the Department of Commerce, David was a Senior Economist in the Office of the Chief Economist at the U.S. Department of Labor. He started his civil service career in 1998 as an Economist in the Bureau of Labor Statistics' Current Employment Statistics program. David Langdon studied as a Fulbright Scholar at the Universidad de Sevilla, Spain and is a graduate of the Johns Hopkins University and the University of North Carolina at Chapel Hill.



Tanika Hawkins
Director of Administration
Office of the Secretary

Mrs. Hawkins serves as Senior Advisor to the Chief of Staff and Deputy Chief of Staff for the Secretary and Deputy Secretary's Office, advising on operating activities of the Department on matters affecting the Secretary and Deputy Secretary's program and management priorities. Tanika leads the Immediate Office with more than 20 years of experience, having served in National Telecommunications and Information Administration (NTIA), International Trade Administration (ITA), Economic Development Agency (EDA), Bureau of Industry and Security (BIS), and Office of the Secretary (OS). With the wealth of knowledge collected while serving across bureaus within Commerce, she successfully leads the Office of Administration in budget planning and execution, travel, procurement and contracting, personnel management, property management, facilities management, and Continuity of Operations Program (COOP) and Continuity of Government (COG) programs. Tanika advises on travel policy as well as provides guidance on federal regulations, Departmental procedures, and policies.



Areaka Foye-McFadden
Deputy Director, Office of Public Affairs
Office of the Secretary

Areaka McFadden serves as Deputy Director for Public Affairs in the Office of the Secretary. She provides guidance and policy oversight for internal and external communications for the Department. Mrs. McFadden oversees the bureau communication offices to coordinate the execution of marketing/public relations strategies that allow the agency to cultivate and enhance meaningful relationships with targeted, high-level external stakeholders, including the media and key influencers. Mrs. McFadden manages the budget and day-to-day operations for the Office of Public Affairs and its staff. She identifies and allocates resources and initiates programs consistent with the Administration's priorities and goals. Mrs. McFadden also develops key performance measures and metrics that align with the Department's strategic goals, assessing effectiveness, efficiency, timeliness, communications and outreach priorities. During Mrs. McFadden's tenure at the U.S. Department of Commerce she has covered a wide range of issues from international trade to environmental, telecommunications, and export control regulations. She leads several working groups and communicates the Administration's latest changes in policies, initiatives, and decisions to bureau communication teams.



Paul Reyes

*Associate Director, Office of Executive Secretariat
Office of the Secretary*

Paul is a native of San Antonio, Texas and joined the department in 2023. Paul's responsibilities include supporting the day-to-day operations of both Principal's briefing books. Paul led the implementation and serves as the lead for the Department's tasking platform. Prior to joining the department, Paul has held various roles including leading teams in the New York and Philadelphia regions supporting the 2020 Census' outreach and partnerships efforts. Paul has also supported the outreach and communications supporting participation and the available data of the Economic Census, the Census of Governments, and their related surveys. Paul holds a bachelor's degree from the University of Texas at San Antonio.



Operating Units – Senior Career Official Biographies



Dr. Vipin Arora

Director, Bureau of Economic Analysis
Bureau of Economic Analysis

Dr. Arora oversees the production of closely watched economic statistics that provide an objective and timely picture of the U.S. economy. Before joining BEA, Dr. Arora served as acting deputy assistant director of the Social, Behavioral, and Economic Sciences Directorate of the National Science Foundation (NSF). He also served as deputy director of NSF's National Center for Science and Engineering Statistics, one of the federal government's 13 principal statistical agencies. Before that, he led economic analysis at the U.S. Energy Information and Administration. Dr. Arora also served as an intelligence officer in the U.S. Army, as an analyst at the U.S. Government Accountability Office, and in the private sector in multiple organizations. Dr. Arora holds a Ph.D. in economics from the Australian National University, a master's degree in public administration from Syracuse University, and a bachelor's degree in chemical engineering from the University of Illinois.



Patricia Abaroa

Deputy Director, Bureau of Economic Analysis
Bureau of Economic Analysis

Ms. Abaroa joined BEA in 2000 and is an expert in international economic accounting. Before becoming Deputy Director, Ms. Abaroa served as Chief of BEA's Balance of Payments Division and prior to that was Chief of the Direct Investment Division. In those positions, she led the development of new statistics, improved timeliness, helped modernize data collection programs, and implemented changes that increased the accuracy of information collected in business surveys. Ms. Abaroa oversaw the development and release of new quarterly statistics on the currency composition of U.S. debt, valuable information for assessing U.S. exposure to foreign currency risks in international investments. For that, she was awarded a Commerce Department Gold Medal. In addition to the Gold Medal, her work on developing quarterly international investment position statistics and the creation of new web-based tools for providing guidance to BEA survey respondents earned her a Silver Medal and a Bronze Medal, respectively. Ms. Abaroa holds a master's degree in economics from George Washington University and a bachelor's degree in economics and international studies from the American University.



Kevin Kurland

*Principal Deputy Assistant Secretary for Export Enforcement
Bureau of Industry and Security*

Mr. Kurland is responsible for implementing BIS's export enforcement program, overseeing a dedicated team of analysts and Special Agents that enforce BIS's export control and antiboycott missions. BIS Special Agents are located in 26 domestic locations and seven embassies/consulates around the globe. Mr. Kurland previously served as BIS's Director of the Office of Enforcement Analysis from 2011-2021, Deputy Chief of Staff-Policy for the Under Secretary for Industry and Security from 2019-2021, and member of the White House Task Force on Export Control Reform from 2009-2017. Mr. Kurland also previously served BIS as Acting Chief of Staff for Export Administration from 2009-2011, Director of the Office of Technology Evaluation from 2006-2011, and Director of the Treaty Compliance Division from 2002-2006. Prior to joining BIS in 1997, he worked as an international trade analyst at Graham & James, LLC. Mr. Kurland holds an M.A. in Comparative Regional Studies Europe from The American University and a B.A. in International Relations from Syracuse University.



John Sonderman

*Director, Office of Export Enforcement
Bureau of Industry and Security*

John Sonderman is the Director of the Office of Export Enforcement, Bureau of Industry and Security (BIS), US Department of Commerce. He supervises OEE's investigative and national security programs. Mr. Sonderman has been with BIS since 1997. Prior to joining BIS, he worked for the Office of Defense Trade Controls at the U.S. Department of State. Mr. Sonderman holds a Bachelor's and Master's degree from the American University in Washington, D.C. He has received five Department of Commerce Gold Medal awards and two National Intelligence Meritorious Unit Citations. Mr. Sonderman was appointed to the Senior Executive Service in 2011.



Matt Borman

*Principal Deputy Assistant Secretary for Export Administration
Bureau of Industry and Security*

Mr. Borman previously served as Deputy Assistant Secretary from 2001-2024, during which time he oversaw sweeping national security controls to counter China's military-civil fusion strategy, played a key role in developing and implementing US and allied strategic trade restrictions on Russia, led updates to the Export Control Reform initiative, and developed secure trade policies with Cuba, among other achievements. Prior to his appointment as Deputy Assistant Secretary, Mr. Borman served as Acting Chief of the Enforcement and Litigation Division of the Office of Chief Counsel for Export Administration. Mr. Borman entered the Commerce Department in 1992 as an attorney in the Office of Chief Counsel for Export Administration. Before entering government service, Mr. Borman represented clients in a variety of trade, regulatory and pro-bono matters in private practice. Mr. Borman received his B.A. in History from Northwestern University, his M.A. from Northeastern University, and his J.D. from New York University School of Law.



Dr. Ron S. Jarmin

*Deputy Director and Chief Operating Officer
U.S. Census Bureau*

Dr. Ron S. Jarmin has been the U.S. Census Bureau's deputy director and chief operating officer since January 2019. He served as acting director from January 2021 to January 2022. He performed the nonexclusive functions and duties of the director from July 2017 to January 2019 and previously served as the associate director for economic programs. Jarmin led the team for the 2017 Economic Census, overseeing a move to 100 percent Internet data collection and leveraging enterprise investments to minimize system, application, and dissemination costs. From 2011 to 2016, Jarmin served as assistant director for research and methodology. He oversaw a broad research program in statistics, survey methodology, and economics. Since beginning his career at the Census Bureau in 1992, he has also served as the chief economist, chief of the Center for Economic Studies, and a research economist. Jarmin holds a Ph.D. in economics from the University of Oregon. An elected fellow of the American Statistical Association, he has published papers in the areas of industrial organization, business dynamics, entrepreneurship, technology and firm performance, urban economics, data access, and statistical disclosure avoidance.



Timothy Olson
Associate Director for Field Operations
U.S. Census Bureau

Tim Olson is the associate director for Field Operations. He has executive responsibility for data collection conducted through the U.S. Census Bureau's censuses and surveys. Olson began his career at the Census Bureau in 1987 as a temporary employee in the Seattle region during the 1990 and 2000 decennial censuses. He joined the Census Bureau's headquarters team in 2001, supporting the Field Division's Special Census program. In 2013, he became the agency's first respondent advocate, and in 2014 became the chief of the Field Division. Olson is the recipient of numerous awards, including the Commerce Department's Gold and Silver Awards, two Census Bureau Bronze Medal Awards, and the Director's Award for Innovation. Olson earned a Bachelor of Arts degree in history from St. Paul Bible College in 1983 and a Master of Divinity from the Alliance Theological Seminary in 1986.



Nick Orsini
Associate Director for Economic Programs
U.S. Census Bureau

Nick Orsini is the associate director for economic programs at the U.S. Census Bureau. Orsini has nearly 30 years of experience working with economic data. He has been chief of both the Economic Indicators and the Manufacturing and Construction divisions. Additionally, as chief of the Foreign Trade Division, he was responsible for developing several advanced indicator measures to improve the quality of the gross domestic product estimate, overseeing the processing and results of millions of import and export transactions each month, developing several innovative data products, and collaborating with other public and private organizations on mutually beneficial projects. Orsini has received the Department of Commerce's Gold Medal Award and Silver Medal Award and two Bronze Medal Awards from the Census Bureau for distinguished and superior achievements. He earned a bachelor's degree in economics from the University of New Mexico.



Deborah Stempowski

*Associate Director for Decennial Census Programs
U.S. Census Bureau*

Deborah Stempowski is responsible for providing executive leadership to the divisions and central offices of the Decennial Census Programs Directorate. In that role, she provides oversight and direction for the 2030 Census, the American Community Survey, and the U.S. Census Bureau's geographic programs. She was named to the position in October 2022. Previously, Stempowski served as the assistant director for Decennial Census Programs. Over her 31-year Census Bureau career, Stempowski has worked in the Director's Office, the Economic Programs Directorate and the Research and Methodology Directorate. Stempowski has a bachelor's degree in economics from Penn State University and a master's degree in financial management from the University of Maryland, University College. She has also received both a graduate certificate in project management and a graduate certificate in business analysis from George Washington University. She has been a certified project management professional since December 2001.



Dr. Victoria Velkoff

*Associate Director for Demographic Programs
U.S. Census Bureau*

Dr. Victoria (Tori) Velkoff is the U.S. Census Bureau's associate director for demographic programs. She has worked at the Census Bureau for nearly 30 years, serving in several key leadership positions. From 2016 to 2018, as chief of the American Community Survey Office in the Decennial Directorate, Dr. Velkoff provided executive leadership and direction for the American Community Survey (ACS). Dr. Velkoff led the research effort to reduce respondent burden while maintaining the quality of the ACS. Dr. Velkoff also held leadership positions in the Demographic Programs Directorate. Dr. Velkoff has a Ph.D. in sociology and demography from Princeton University. She has an M.A. in Russian and East European studies and a B.A. in economics from the University of Michigan. She has received several Bronze Medal Awards from the Census Bureau in recognition of her contributions to projects that support the agency's mission.



Dr. Sallie Keller

*Chief Scientist and Associate Director for Research and Methodology
U.S. Census Bureau*

Keller is a nationally recognized research scientist whose areas of expertise are social and decision informatics, statistical underpinnings of data science, and data access and confidentiality. Her prior positions include director of the Social and Decision Analytics Division within UVA's Biocomplexity Institute and Initiative; professor of statistics and director of the Social and Decision Analytics Laboratory within the Biocomplexity Institute of Virginia Tech; academic vice president and provost at University of Waterloo; director of the Institute for Defense Analyses Science and Technology Policy Institute; the William and Stephanie Sick Dean of Engineering at Rice University; head of the Statistical Sciences group at Los Alamos National Laboratory; professor of statistics at Kansas State University; and Statistics Program director at the National Science Foundation. Keller is an elected member of the U.S. National Academy of Engineering. She has served as a member of the National Academy of Sciences Board on Mathematical Sciences and Their Applications and the Committee on National Statistics, and as chair of the Committee on Applied and Theoretical Statistics. She is a fellow of the American Association for the Advancement of Science, an elected member of the International Statistics Institute, and a fellow and past president of the American Statistical Association. Keller earned her B.S. and M.S. in mathematics from the University of South Florida and her Ph.D. in statistics from Iowa State University.



Ben Page

*Deputy Assistant Secretary for Economic Development and Chief
Operating Officer
Economic Development Administration*

Ben Page was appointed Deputy Assistant Secretary for Economic Development and Chief Operating Officer effective April 22, 2024. Most recently, Ben served as Senior Advisor to the Secretary of Commerce for implementation of the Department's infrastructure and large-scale programs. In this role, he led efforts to ensure successful implementation of high-priority initiatives and served as the Department's liaison to the White House Infrastructure Implementation Taskforce. Page previously served over a decade as the Chief Financial Officer of the U.S. Census Bureau, as well as a Branch Chief at the Office of Management and Budget (OMB) where he advised three OMB directors.



Craig Buerstatte

*Deputy Assistant Secretary for Regional Affairs
Economic Development Administration*

Craig Buerstatte is an entrepreneurial public servant who is passionate about building teams, businesses, and communities for the future. He first honed his innovation skills in remote areas of Iraq as an Army Officer, developing new supply chain solutions and infrastructure when resources were strained. Craig leveraged this experience to jump into entrepreneurship, founding a technology firm and investing in startups in Austin, Texas, before returning to public service to help EDA grow its Office of Innovation & Entrepreneurship (OIE). Today, Craig serves as EDA's Deputy Assistant Secretary for Regional Affairs, responsible for the implementation, growth, and evaluation of EDA's economic development programs and policies. This work brings together the tools and expertise across EDA's six regional offices, national program teams, and performance division to create more robust and resilient regional economies across America.



Eric Smith

*Director, Tech Hubs Program – Acting Deputy Assistant Secretary
for Policy
Economic Development Administration*

Eric Smith makes and manages integrated investments that accelerate growth by enabling economies throughout the United States to realize their potential, ultimately increasing individual opportunity and prosperity and strengthening U.S. economic and national security. As the Acting Deputy Assistant Secretary (DAS) for Policy at the U.S. Department of Commerce's Economic Development Administration (EDA), he manages over \$2 billion in investments to accelerate the production and delivery of new technologies, increase U.S. regions' economic success and competitiveness in the global economy, and drive employer-driven workforce development. Earlier in his current tour at EDA, Eric was the Tech Hubs Director. Before that, he was Chief Customer Officer of NASA's SBIR/STTR Program, helped stand up EDA's other technology- and innovation-centric programs, and worked in fintech and at software startups. He holds a BA in Computer Science and Mathematics from the Rose-Hulman Institute of Technology and a JD from the Indiana University Maurer School of Law.



Diane Farrell

*Deputy Under Secretary of Commerce for International Trade
International Trade Administration*

Prior to becoming the Deputy Under Secretary for International Trade, Farrell served as the Deputy Assistant Secretary for Asia, where she was the principal advisor to the Assistant Secretary for Global Markets. In this role, she also oversaw planning and execution of Department of Commerce commercial diplomacy and export promotion strategies at United States Missions in Region Asia. Previously, Farrell worked at the U.S. India Business Council (USIBC) as Executive Vice President. Farrell served on the Board of Directors at the Export Import Bank of the United States (U.S. EXIM Bank) before joining USIBC. Before serving at U.S. EXIM Bank, Farrell was elected as the First Selectwoman (mayor), in Westport, Connecticut. Farrell also served as Chairwoman of the Southwestern Connecticut Regional Planning Agency Metropolitan Planning Organization that was responsible for federally funded transportation infrastructure in a vital commercial corridor. As a select member of the National League of Cities Transportation and Infrastructure Steering and Policy Committee. Farrell holds a Bachelor of Arts in American government from Wheaton College Norton, Massachusetts.



James Golsen

*Deputy Director General of the U.S. and Foreign Commercial Service
International Trade Administration*

With a career marked by over twenty years of service, Golsen has cultivated extensive expertise in facilitating collaborations between American and global businesses. He is a member of the Senior Foreign Service and has held roles across the U.S., globe, and at the agency's headquarters in Washington, D.C. Prior to his current role, Golsen served as the Senior Commercial Officer at the U.S. Embassy in Riyadh, Saudi Arabia. His career trajectory also encompassed significant positions such as: Commercial Counselor at the U.S. Embassy in Moscow, Russia; Senior Commercial Officer at the U.S. Embassy in Rangoon, Burma; and Principal Commercial Officer for South India in Chennai. His work has taken him to various locations, including Bangkok, Thailand, and Shanghai, China. Golsen's influence also extended to his role as ITA's Executive Director of Asia for Global Markets, where he managed 14 Commercial Service posts across Asia, in conjunction with three policy offices in Washington.



Heather Helm

*Principal Deputy Assistant Secretary for Industry and Analysis
International Trade Administration*

Previously, Helm served as the Acting Deputy Assistant Secretary (DAS) for Services, where she directed efforts to create policy conditions for U.S. digital, financial, supply chain and other services industries to compete around the world. She also served as Services Executive Director, where she worked with the DAS to provide strategic direction and communicate strategy, priorities, and the organization's vision, mission, and goals to the Services organization. Heather was also the Director for the Office of Central and Southeast Europe in ITA's Global Markets division, where she led a team working to advance U.S. business interests and expand market access in the region. Heather started her career at ITA working on World Trade Organization issues in 2003 and has held several trade policy positions across ITA since then, including previous roles in Industry and Analysis. Helm is the recipient of the 2021 Department of Commerce Silver Medal Award, 2020 Charles F. Meissner Memorial Award, 2019 Global Markets Director General Individual Award for Leading Change, and International Trade Administration Quarterly Star Award in 2022, 2016, and 2006. Helm has a Bachelor of Arts in international studies, as well as a Master of Arts in international relations, from American University.



Abdelali Elouradia

*Principal Deputy Assistant Secretary for Enforcement and
Compliance
International Trade Administration*

Elouaradia enjoyed a career working for the federal government for over 26 years. He joined the Department of Commerce in 1996, where he held a number of roles, most recently serving as director in E&C Operations where he oversaw trade cases such as lumber and solar cells. Through his work he helped to safeguard jobs and to preserve the competitive strength of American industry. He was awarded the Department of Commerce Gold Medal Award for Personal and Professional Excellence in Conducting the AD/CVD Investigations of Lumber from Canada, the Department of Commerce Silver Medal Award for Personal and Professional Excellence in Conducting the AD/CVD Investigations of Crystalline Silicon Photovoltaic Cells from China, and the Commerce Department Bronze Medal Award for Developing New Policies and Procedures to Better Enforce Antidumping Duty Orders and New Shipper Reviews. Elouaradia holds a master's degree in business administration with a focus in international finance from George Washington University. Elouaradia is also a 2021 African American Federal Employees Association Fellows Graduate.



Donald Smith
Chief Operating Officer
Minority Business Development Agency

Smith previously served as a Senior Advisor to the MBDA first-ever Undersecretary. He brings more than 25 years of experience in strategic planning, budget management, policy development, and implementing workforce, entrepreneurship, and family stability economic development programs for government and non-profit organizations. Donald has 17 years of federal experience, which includes serving as the Director for Administrative Systems and Financial Services for the Department of Labor's Office of Disability Employment Policy; Director of Strategy and Performance for the National Archives and Records Administration; Director for the Office of Entrepreneurship Education and Deputy Assistant Administrator for the Office of Women's Business Ownership (OWBO), both at the US Small Business Administration (SBA). Donald most recently served as OWBO's Acting Assistant Administrator. A proud HBCU graduate, Donald holds a Masters of City and Regional Planning from Morgan State University, where he served as faculty in the School of Architecture and Planning, and a Bachelors of Science in Criminal Justice (Pre-Law) from the University of Maryland Eastern Shore.



Dr. Charles Romine
Associate Director for Laboratory Programs
National Institute of Standards and Technology

Dr. Romine is the Associate Director for Laboratory Programs (ADLP), the purpose of which is to advance trust in measurement and technology in service to the nation. As ADLP, he provides direction and operational guidance for all of NIST's scientific and technical laboratory programs and serves as principal deputy to the Undersecretary of Commerce for Standards and Technology and NIST Director, among other duties. Prior to becoming ADLP in 2023, Romine was the director of the Information Technology Laboratory (ITL), one of six research laboratories within the National Institute of Standards and Technology (NIST) with an annual budget of \$160 million, nearly 400 employees, and about 200 guest researchers from industry, universities, and foreign laboratories. As ITL Director, Romine oversaw a research program that cultivates trust in information technology and metrology by developing and disseminating standards, measurements, and testing for interoperability, security, usability, and reliability of information systems.



Dr. Eric Lin

*Deputy Director, CHIPS R&D Office – Acting Associate Director for Innovation & Industry Services
National Institute of Standards and Technology*

Dr. Eric K. Lin currently serves as the Acting Associate Director for Innovation and Industry Services. Previously, he was the Deputy Director of the CHIPS Research and Development Office and Director of the Material Measurement Laboratory (MML) at the National Institute of Standards and Technology (NIST). MML, with over 900 staff and visiting scientists, is the nation's reference laboratory for chemical, biological, and materials science measurements, supporting industries from biotechnology to transportation. In earlier roles, Lin served as the Acting Associate Director for Laboratory Programs at NIST, guiding the scientific and technical operations across all labs. He initially joined NIST as an NRC-NIST postdoctoral associate, later leading research in semiconductor electronics, nanoscale materials, and organic electronics. His leadership in the Materials Science and Engineering Division contributed to initiatives like the Materials Genome Initiative and advancements in advanced manufacturing. Lin's work earned him numerous awards, including the Presidential Early Career Award for Scientists and Engineers, the Department of Commerce Silver Medal, and the William P. Slichter Award. He holds a B.S.E. from Princeton University and a Ph.D. from Stanford University, and is active in several professional organizations such as the American Chemical Society and the Materials Research Society.



Dr. Jason Boehm

*Chief of Staff
National Institute of Standards and Technology*

Prior to becoming Chief of Staff, Dr. Boehm was director of the NIST Program Coordination Office, with 15 years of budget, policy and planning experience. In that role, he served as the primary technical advisor and consultant to the NIST Director and Associate Director for Laboratory Programs, carrying out planning and review of NIST R&D programs; development and implementation of strategic programs for the institute; and representation of NIST's interests on boards, committees and interagency policy forums. Dr. Boehm came to NIST from the Office of Science and Technology Policy (OSTP), Executive Office of the President, where he was responsible for consultation, analysis and policy development regarding science and technology related to multiple issues of homeland and national security. Before joining the federal government, Dr. Boehm was involved in cancer research at Cornell University. Dr. Boehm received his Ph.D. in 2000 from the University of Nebraska Medical Center, Eppley Institute for Cancer Research.



Del Brockett

*Associate Director for Management Resources
National Institute of Standards and Technology*

Prior to this, Mr. Brockett was the Chief Information Officer (CIO) for NIST. As CIO, he advised the NIST Director on the planning, execution, evaluation, and delivery of information technology services and support. He also was responsible for planning and managing NIST's core information technology resources effectively, efficiently, and securely so that NIST could achieve its mission. Mr. Brockett has extensive executive-level experience leading information technology (IT) organizations, business innovation efforts, and technology services in organizations where technology was a key business component. He has held CIO and executive positions in private sector organizations and has led IT strategy, innovation, operations, and technology developments in the areas of health science and communications, and in support of organizations that create and share information. Mr. Brockett earned his undergraduate degree in Chemistry and Economics from Washington & Jefferson College, and holds an M.B.A. from the University of Pittsburgh, Pennsylvania.



Dr. James Olthoff

*Chief Metrologist
National Institute of Standards and Technology*

Previously, Dr. Olthoff was the Associate Director for Laboratory Programs where he provided direction and operational guidance for NIST's scientific and technical laboratory programs and served as principal deputy to the Under Secretary of Commerce for Standards and Technology and NIST Director. He served as acting NIST Director from January 2021 to March 2022. Previously, he served as the Director of Physical Measurement Laboratory (PML) where he was responsible for the maintenance, development, and dissemination of the U.S. national measurement standards system, and oversaw NIST's world-class programs in quantum computing, neuromorphic computing, and quantum measurement standards. He directed the full suite of NIST calibration services in dimensional, electromagnetic, ionizing radiation, mechanical, optical, thermodynamic, and time and frequency metrology. He received undergraduate degrees in physics and mathematics from Calvin College in 1980, and a Ph.D. in physics from the University of Maryland in 1985 in atomic, molecular and optical physics. He then held a two-year appointment at the Johns Hopkins School of Medicine before arriving at NIST. During his research career, Dr. Olthoff authored or co-authored more than 120 publications and co-authored or edited four books.



Vice Admiral Nancy Hann
Deputy Under Secretary for Operations
National Oceanic and Atmospheric Administration

Vice Admiral Nancy Hann serves as director of the NOAA Office of Marine and Aviation Operations (OMAO) and director of the NOAA Commissioned Officer Corps (NOAA Corps). She most recently completed tours as the OMAO deputy director for operations and deputy director of the NOAA Corps, commanding officers of the NOAA Aircraft Operations Center and as OMAO's chief of staff. VADM Hann served aboard NOAA aircraft as both a pilot and flight meteorologist and supported scientific and unmanned aircraft missions as a pilot and project manager. Her previous experience includes serving as executive officer at the NOAA Marine Operations Center-Atlantic, associate director at the Atlantic Oceanographic and Meteorological Laboratory, and NOAA liaison to the U.S. Pacific Command. She served aboard two NOAA ships and is a certified diver. She has a master's in public administration from the John F. Kennedy School of Government at Harvard University, a master's in aeronautical science and space studies from Embry Riddle Aeronautical University and a bachelor's in marine science and biology from the University of San Diego. She has a strong record of achievement and has received numerous awards, including the NOAA Corps Meritorious Service Medal, and multiple Department of Commerce medals.



Dr. Stephen Volz
Assistant Administrator for National Environmental Satellite, Data and Information Service
National Oceanic and Atmospheric Administration

Dr. Volz has 35 years of professional experience in aerospace. As the NOAA lead for all space Earth Observations, Dr. Volz helps define the space and information architecture for NOAA, and, working in partnership with NASA and other US agencies, helps guide the U.S. approach to future civil space observations. Dr. Volz is the Principal U.S. representative to the Executive Committee of the international Group on Earth Observations (GEO). He serves as the Co-Chair of the NOAA Observing Systems Council and is also a member of the NOAA Executive Council. Dr Volz also served as Acting Assistant Secretary of Commerce for Environmental Observation and Prediction (ASEOP), for almost 33 months over two periods 2016-2022. Dr. Volz has a doctorate in Experimental Condensed Matter Physics from the University of Illinois at Urbana-Champaign (1986), a master's in Physics from Illinois (1981), and a bachelor's in Physics from the University of Virginia (1980). He has more than 20 publications in peer-reviewed journals.



Ken Graham

*Assistant Administrator for Weather Services and Director, National Weather Service
National Oceanic and Atmospheric Administration*

Prior to becoming the NWS Director, Ken Graham served as the director of NOAA's National Hurricane Center, leading the nation through numerous hurricanes, including 30 named storms during the record-breaking 2020 hurricane season. Before his tenure at NHC, he led the New Orleans/Baton Rouge weather forecast office as the Meteorologist-in-Charge with responsibility for providing life-saving forecasts and warnings to people living in the weather-vulnerable Gulf region. He also previously served as the Systems Operations Chief at Southern Region Headquarters in Fort Worth, Texas and as the Chief of Meteorological Services at NWS headquarters in Silver Spring, Maryland. He was also the meteorologist-in-charge at NWS forecast offices in Corpus Christi, Texas and Birmingham, Alabama. Graham earned a bachelor's degree in atmospheric science from the University of Arizona and a master's degree in geoscience from Mississippi State University. He was named the 2022 Weatherperson of the Year by the Federal Alliance for Safe Homes and was a 2021 finalist for the Partnership for Public Service's Samuel J. Heyman Service to America Medal.



Nicole LeBoeuf

*Assistant Administrator for the National Ocean Service
National Oceanic and Atmospheric Administration*

Nicole R. LeBoeuf is the Assistant Administrator for the National Oceanic and Atmospheric Administration's (NOAA's) National Ocean Service, an organization of 1,800 staff in more than 50 locations around the country. As the Assistant Administrator at NOAA, Ms. LeBoeuf oversees all strategic and operational aspects of America's premiere coastal and ocean agency. She provides the strategic vision needed to lead the implementation of activities that support NOS's priorities of safe and efficient transportation and commerce; preparedness and risk reduction; and stewardship, tourism and recreation. Ms. LeBoeuf actively establishes and grows partnerships with other federal agencies, non-governmental organizations, and industry. She holds a bachelor's degree in marine biology from Texas A&M University and a master's degree in sustainable development and conservation biology from the University of Maryland. She is also a proud graduate of NOAA's Leadership Competencies Development Program.



Dr. Steve Thur

*Assistant Administrator for the Office of Oceanic and Atmospheric Research – Performing the duties of NOAA Chief Scientist
National Oceanic and Atmospheric Administration*

Dr. Steve Thur, Ph.D. is the assistant administrator for Oceanic and Atmospheric Research performing the duties of NOAA chief scientist. He oversees the work of approximately 2,300 staff and the operations of ten laboratories and six programs. He guides the application of NOAA Research's expertise, data and tools to better understand our planet and help us to make informed decisions to protect people and ecosystems. Prior to joining NOAA Research, He was Director of NOAA's National Centers for Coastal Ocean Science from 2017 to 2022 and the Deputy Director from 2013 to 2017. From 2007 to 2013, he was the coordinator of NOAA's Coral Reef Conservation Program, the Nation's premier coral reef science program. He was an economist for the NOAA Office of Response and Restoration from 2003 to 2007. Dr. Thur received his Ph.D. in marine policy from the University of Delaware's Graduate College of Marine Studies in 2003. His dissertation research was on sustainable financing mechanisms for coral reef marine protected areas. He holds bachelor's degrees in biology and economics from St. Mary's College of Maryland.



Emily Menashes

*Deputy Assistant Administrator for Operations National Marine Fisheries Service
National Oceanic and Atmospheric Administration*

Menashes provides oversight of the agency's budget as well as its facilities operations nationally. She also oversees the headquarters offices of Human Capital Management; International Affairs, Trade and Commerce; Law Enforcement; Aquaculture; Policy; Communications; EEO; and the implementation of the National Seafood Strategy. She has 24 years of experience working within the federal government on a wide range of coastal and ocean conservation and management issues. She held leadership-level positions across several line offices including NOAA Fisheries, NOAA Ocean Service, and NOAA Research. She also completed a year-long assignment to the White House Council on Environmental Quality as the Deputy Director for Ocean and Coastal Policy. Menashes holds an M.S. in Marine Resource Management from Oregon State University and a B.A. in Biology and Environmental Studies from Bowdoin College.



Samuel D. Rauch III

*Deputy Assistant Administrator for Regulatory Programs
National Oceanic and Atmospheric Administration*

Mr. Rauch oversees NOAA Fisheries' regulatory actions and programs, including those to support the conservation and recovery of marine mammals and endangered species; ensure economically and biologically sustainable fisheries; and promote habitat stewardship through restoration and conservation. Coordination of the NOAA Fisheries' aquaculture activities and outreach, and the agency's National Environmental Policy Act programs are also under his purview. Previously, served as the Deputy Assistant Administrator for Regulatory Programs at NOAA Fisheries since 2006. From 2004 to 2006, he served as the Assistant General Counsel for Fisheries. Prior to joining NOAA, Mr. Rauch served as a trial attorney and the Assistant Section Chief for the Wildlife and Marine Resources Section of the Environment and Natural Resources Division, U.S. Department of Justice. Mr. Rauch holds a J.D. from the Northwestern School of Law of Lewis & Clark College, an M.S. from the University of Georgia, and a B.A. from the University of Virginia.



Rear Admiral Chad Cary

*Director, NOAA Commissioned Officer Corps and Director, Office of Marine and Aviation Operations
National Oceanic and Atmospheric Administration*

Rear Admiral Cary has proudly served NOAA and the nation since 2001. He currently leads the agency's 15 ships, 10 aircraft, autonomous systems, health services, cyber, training, and commissioned officer corps. Command philosophy is to foster a safe work environment, form an inclusive charge, empower the experts, have each other's backs, and to have a little fun along the way. His balanced career includes nine years of sea time and 13 years of shore time. He has previous underway command experience aboard NOAA ships Reuben Lasker, Henry B. Bigelow, Nancy Foster, and John N. Cobb. Additional diverse career experiences stem from serving as the Director, Commissioned Personnel Center and assignments in NOAA Fisheries, National Weather Service, and NOAA headquarters. He earned a B.S. in Environmental Science with an emphasis in marine sciences from the University of North Carolina at Chapel Hill before joining the NOAA Corps. RADM Cary also earned a M.S. in Geography from Portland State University and a Graduate Certificate in Legislative Studies from Georgetown University. RADM Cary is a graduate of NOAA's Leadership Competencies Development Program and remains committed to NOAA's future leaders.



Karin O'Leary

*Deputy Assistant Secretary for Operations and Administration
National Telecommunications and Information Administration*

Before joining NTIA in 2023, Karin most recently served as Lead Account Partner for IBM's business portfolio for the U.S Department of Justice (DOJ) and the U.S. Courts. She also served as a Fellow with the IBM Center for The Business of Government, representing IBM with the Shared Services Leadership Coalition, American Council for Technology and Industry Advisory Council, AGA, and the Professional Services Council. Karin also brings over 25 years of federal leadership experience to NTIA, as she previously held senior leadership roles with the Judicial and Executive Branches of the federal government. As the Judiciary's Chief Financial Officer, Karin led the implementation of a single financial and procurement system to over 450 court locations and transitioned local disbursing to the U.S. Treasury. As an Executive Branch leader, Karin served as DOJ's Budget Director and Deputy Performance Improvement Officer. Additionally, Karin held leadership positions with the Drug Enforcement Administration and the Court Services and Offender Supervision Agency for the District of Columbia, a federal agency that she helped to establish. Her federal career began at the Corporation for National and Community Service (later renamed "AmeriCorps"). Karin holds a Master of Public Administration from the American University and a Bachelor of Arts in Political Science with a concentration in Public Administration from the Bloomsburg University of Pennsylvania.



Charles Cooper

*Associate Administrator for Spectrum Management
National Telecommunications and Information Administration*

Charles Cooper is Associate Administrator in NTIA's Office of Spectrum Management. He leads the agency's work on national and international spectrum policy issues, and oversees spectrum management efforts for federal agencies. Before joining NTIA, Cooper was the Enforcement Bureau Field Director at the Federal Communications Commission (FCC) where he managed the nationwide enforcement of spectrum interference affecting public safety communications, FCC licensees and Federal agencies. Prior to serving as Field Director, Cooper was District Director of the FCC's Los Angeles Field Office.



Douglas Kinkoph

*Associate Administrator for Internet Connectivity and Growth
National Telecommunications and Information Administration*

Doug Kinkoph joined NTIA in 2010 as the Acting Assistant Secretary. Currently he is the Associate Administrator and is responsible for NTIA's broadband programs, including implementation and management of BEAD, Middle Mile Broadband Infrastructure, and Digital Equity. He oversees the Broadband Infrastructure, Tribal Broadband Connectivity, and Connecting Minority Communities Pilot Programs. He oversaw the \$4 billion Broadband Technology Opportunities Program, which funded the deployment of broadband infrastructure, public computer centers, sustainable adoption of broadband service, and statewide broadband planning. He was instrumental in creating the agency's BroadbandUSA program. Before joining the Department, Doug held executive roles in communications and as a telecommunications policy expert. He served as Vice President of Operations at Soundpath Conferencing where he was responsible for sales, marketing, and customer service. He served in senior regulatory and policy roles at XO Communications, Nextlink, and LCI. He has degrees in Telecommunication Management from Ohio University and Administration from Central Michigan University.



Jaisha Wray

*Associate Administrator for International Affairs
National Telecommunications and Information Administration*

Jaisha was the Director for International Cyber Policy in the Cybersecurity Directorate of the National Security Council. She was responsible for drafting and implementing the U.S. strategy on 5G technology and enhancing international cybersecurity cooperation. She led the development of Space Policy Directive-5. Prior to this, she was the Acting Deputy Director of the State Department's Office of Emerging Security Challenges where she contributed to the formulation of outer space and cyber stability policies and diplomatic strategies. At the State Department, she served as a Political Officer at U.S. Embassy London and as a Foreign Affairs Officer in the Office of Missile Defense and Space Policy. She began her government career as a Presidential Management Fellow in the Space and Cyber Policy Directorate of the Office of the Secretary of Defense and in the National Reconnaissance Office. She has a B.A. in Political Science from the University of California and a M.A. in International Relations and a Master of Public Administration from Syracuse University. She completed the International Space University Space Studies Program and the Harvard Kennedy School's Executive Education course on cybersecurity.



Dr. Travis Hall

*Associate Administrator for Policy Analysis and Development
National Telecommunications and Information Administration*

Dr. Hall was previously the Senior Advisor for Policy where he oversaw NTIA's policy development on issues including Artificial Intelligence, privacy, cybersecurity, intellectual property, national security, and telecommunications. Prior to this role, he served as the acting Associate Administrator and acting Deputy Associate Administrator for the Office of Policy Analysis and Development at NTIA. Before joining the Department of Commerce in 2015, he taught at American University and was a research fellow at the Humboldt Institute for Internet and Society in Berlin, Germany. Dr. Hall received his PhD in Media, Culture, and Communications from New York University, and his MA in International Communications and BA in International Relations from American University.



Mike Dame

*Associate Administrator for Public Safety Communications
National Telecommunications and Information Administration*

Mike Dame serves as the Associate Administrator within NTIA's Office of Public Safety Communications (OPSC) since July 2019. Mike was appointed as the Deputy Associate Administrator in November 2018. He provides strategic planning and day-to-day management for NTIA's public safety communications programs such as support to the First Responder Network Authority (FirstNet Authority) and Next Generation 9-1-1 stakeholder support. Mike previously served as the Program Director for NTIA's State and Local Implementation Grant Program (SLIGP) authorized under the Middle Class Tax Relief and Job Creation Act of 2012. Prior to joining NTIA, He served as a Division Chief at the Office of Emergency Communications within the U.S. Department of Homeland Security for over four years supporting state, tribal, and local government programs. Additionally, he served 10 years at the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS) in several roles supporting law enforcement grant programs primarily focused on information technology and public safety communications which also assisted state and local governments. Mike holds a Bachelor of Arts degree in Government and Politics from the University of Maryland at College Park, and a Master of Public Administration degree from American University in Washington, D.C.



David Goldstein

*Associate Administrator for Public Safety Communications
National Telecommunications and Information Administration*

David Goldstein serves as Associate Administrator and the Director of NTIA's Research Laboratory Institute for Telecommunications Sciences (ITS). His experience includes working for Deloitte Advisory where he supported the development of an Electromagnetic Warfare pursuit strategy which included an Information Battlespace Risk Common Operating Picture, Program Assessment, Portfolio Management, Spectrum Investment Strategy, and informed governmental policy development. His early career includes experience as a Navy Civilian with Naval Air Systems Command (NAVAIR) where he supported Joint Improvised Explosive Device Defeat Organization (JIEDDO). At the Office of the Under Secretary of Defense, Acquisition & Sustainment, he led the effort to transform acquisition from a program-centric approach to a portfolio-centric approach to strengthen ties among requirements, acquisition, and budgeting processes. He also supported the DoD Chief Information Officer's efforts to implement the Electromagnetic Spectrum Superiority Strategy, focusing on policy and capability development for spectrum-dependent systems to create tactical and strategic advantages in spectrum.



Joseph M. Wassel

*Executive Director and Chief Executive Officer, FirstNet Authority
National Telecommunications and Information Administration*

Prior to joining the FirstNet Authority, Mr. Wassel served as the Executive for the Cyberspace Operations Directorate within the Defense Information Systems Agency. He is also the former Director of C4 Resilience & Mission Assurance in the Department of Defense (DoD) Chief Information Officer's office. He was also the founder and chair of DoD's Public Safety Communications Working Group. Prior to assuming his former positions, Mr. Wassel served as the Assistant to the Secretary of Defense for Communications and Deputy Chief Information Officer for the Office of the Secretary of Defense. A retired Air Force Officer, he has commanded troops during several tours in the United States and overseas and deployed as a reservist in support of Operation Enduring Freedom as the Chief of Command and Control Operations for the International Security Assistance Force at the Combined Joint Operations Center in Kabul, Afghanistan. Mr. Wassel Joined the Senior Executive Service (SES) Corps in 2019. His military and civilian decorations include the Defense Superior Service Medal, and the Secretary of Defense Meritorious and Exceptional Civilian Service Medals. He was decorated for his actions during the attacks on the United States on September 11, 2001.



Jeremiah “JJ” Jones

*Director of the National Technical Information Service
National Technical Information Service*

Mr. Jones has more than 24 years of experience in the public sector including his U.S. Navy service and his civilian service. His civilian service includes serving as Assistant Commissioner for the Office of Strategy and Engagement, Public Buildings Service, General Services Administration; Deputy Secretary, Joint Staff & Chief, Actions Division, Joint Chief of Staffs; and several positions within the Department of Homeland Security – Director of Congressional Assessments, Acting Director of the Joint Program Office, as well as Director of Strategy, Planning & Outreach and Senior Advisor & Deputy Director of External Affairs. Mr. Jones is the recipient of the Chairman of the Joint Chiefs of Staff highest civilian decoration; and has a Master of Arts degree in National Security and Strategic Studies from the U.S. Naval War College; a master’s degree in Business Administration from Virginia Tech; and a Bachelor of Business Administration, Public Administration from the University of Phoenix. He has also served as a Senior Executive Fellow at the Harvard Kennedy School.



Oliver Wise

*Chief Data Officer
Office of the Under Secretary of Economic Affairs*

In this position, he is responsible for leading the Commerce Department's data strategy, providing policy direction and oversight to the Bureau of Economic Analysis and Census Bureau, and advancing capacity for evidence-based decision-making. He was the founding director of the City of New Orleans Office of Performance and Accountability, the City's first data analytics and performance management team. In the private sector, he served in product management and strategic roles at Tyler Technologies and Socrata. His work has been recognized with awards from the American Society of Public Administration, Bloomberg Philanthropies, CDO Magazine, the International City/County Managers Association, Government Technology Magazine, FedScoop, and Harvard University. Earlier in his career, was a policy analyst for the RAND Corporation and the Citizens Budget Commission of New York City. Mr. Wise holds an MPA from New York University and a BA from Tufts University and is most proud of his incredible family.



Dr. Shawn Klimek

Evaluation Officer

Office of the Under Secretary of Economic Affairs

Klimek worked at the Center for Economic Studies (CES), U.S. Census Bureau, for over 24 years. Since 2012, he served as an Assistant Center Chief. He oversaw research economists for both the LEHD program and the Business Research area. He directed the Census Research Data Center program during a period of rapid expansion and transformation into the Federal Statistical Research Data Center (FSRDC) program. In 2016, he stood up the Business Dynamic Statistics Group to transition the creation of the Longitudinal Business Database (LBD) and Business Dynamic Statistics to production. He was awarded two Department of Commerce Gold Medals for performance on the 2020 Decennial Census and FSRDC program and two Bronze Medals from the Census Bureau for achievements on the 2010 Decennial Census and the LBD. Early in his career, Klimek was a CES research economist reclassifying historic business data from the Standard Industrial Classification System to the North American Industry Classification System. He wrote papers on industrial organization and economic measurement using business microdata. He holds a Ph.D. and M.A. in economics from The Pennsylvania State University and a B.S. in economics and history from the University of Wisconsin-Madison.



Vaishali Udupa

Commissioner for Patents

U.S. Patent and Trademark Office

Prior to joining the USPTO, Ms. Udupa was the Vice President, Associate General Counsel for Litigation at Hewlett Packard Enterprise (HPE). Prior to HPE, she was an IP litigation manager at HP and an associate at Jones Day and Pennie & Edmonds. She has sought to promote diversity and inclusion through pro-bono work and bar association involvement, including by serving as Honor Roll Committee Co-Chair of ChIPs, a non-profit organization that advances and connects women in technology, law, and policy; volunteering with the Girl Scouts Nation's Capital to provide young girls with their inventor patch; and teaching basic IP topics to Washington, D.C., high schoolers through the Street Law Program. Her efforts have received accolades, including the National Bar Association's 2020 Diversity in Tech and IP Law award. She also maintains a keen interest in increasing entrepreneurship and the number of patents applied for and obtained by all inventors, including women, minorities, veterans, and those from rural and economically disadvantaged areas. Ms. Udupa earned her Juris Doctor from American University's Washington College of Law and her Bachelor of Science in Civil Engineering from the University of Virginia.



David S. Gooder
Commissioner for Trademarks
U.S. Patent and Trademark Office

David S. Gooder is the Commissioner for Trademarks at USPTO, serving as the primary agency official for trademarks, domestically and internationally, and responsible for all aspects of the Trademarks organization, including policy, operations, and budget relating to trademark examination, registration, and maintenance. Mr. Gooder has worked for more than 25 years on intellectual property and brand-protection challenges facing iconic global brands, notably in the distilled spirits and wine industries. Prior to joining the USPTO, he served as the founding Managing Director and Chief Trademark Counsel at Jack Daniel's Properties. Additionally, he was the Chief Trademark Counsel for Brown-Forman Corporation, which owns over 30 distilled spirits and wine brands. Mr. Gooder has been an officer and served two terms on the Board of Directors for the International Trademark Association (INTA), and served as Chairman of the INTA Foundation.



David Berdan
General Counsel
U.S. Patent and Trademark Office

David L. Berdan serves as the USPTO's General Counsel and the principal legal advisor to the Under Secretary of Commerce for Intellectual Property and Director of the USPTO. Mr. Berdan also supervises the Office of General Counsel and its three component offices: the Office of the Solicitor, the Office of General Law, and the Office of Enrollment and Discipline. Mr. Berdan is a graduate of the U.S. Military Academy at West Point, where he earned a Bachelor of Science in engineering and co-captained the Army football team as a defensive back. He is a combat veteran of Operation Desert Storm and is the recipient of numerous military awards, including a Bronze Star. Mr. Berdan has a Juris Doctor from Drake University Law School, where he was a founding member and President of the Drake Intellectual Property Law Society.



Senior Political Leadership Succession to Career Officials

(PAS) = Presidential Appointment with Senate Confirmation (NC) = Noncareer Appointment

Senior Political Leader Position Title (Type of Political Appointment)	Designated Succession Career Official	Career Official's Current Title
Office of the Secretary (OS)		
Deputy Secretary (PAS)	Jeremy Pelter	Deputy Assistant Secretary for Administration
General Counsel (PAS)	John Guenther	Deputy General Counsel for Administration
Chief Financial Officer and Assistant Secretary for Administration (PAS)	Steve Kunze	Deputy Chief Financial Officer
Assistant Secretary for Legislative and Intergovernmental Affairs (PAS)	Aschley Schiller	Senior Advisor to the Deputy Secretary for Policy and Program Integration
Executive Secretariat (NC)	Paul Reyes	Deputy Director, Office of the Executive Secretariat
Director of Public Affairs (NC)	Areaaka Foye-McFadden	Deputy Director of Public Affairs
Bureau of Industry and Security (BIS)		
Under Secretary for Industry and Security (PAS)	Kevin Kurland	Principal Deputy Assistant Secretary for Export Enforcement
Assistant Secretary for Export Enforcement (PAS)	John Sonderman	Director, Office of Export Enforcement
Assistant Secretary for Export Administration (PAS)	Matthew Borman	Principal Deputy Assistant Secretary for Export Administration
Census Bureau		
Director of the Census (PAS term)	Robert Santos*	Director of the Census
Economic Development Administration (EDA)		
Assistant Secretary for Economic Development (PAS)	Ben Page	Deputy Assistant Secretary for Economic Development and Chief Operating Officer
International Trade Administration (ITA)		
Under Secretary for International Trade (PAS)	Diane Farrell	Deputy Under Secretary for International Trade
Assistant Secretary of Commerce for Global Markets and Director General of the United States and Foreign Commercial Service and Assistant Secretary for Global Markets (PAS)	James Golsen	Deputy Director General of the United States and Foreign Commercial Service
Assistant Secretary for Industry and Analysis (PAS)	Heather Helm	Principal Deputy Assistant Secretary for Industry and Analysis
Assistant Secretary for Enforcement and Compliance (PAS)	Abdelali Elouradie	Principal Deputy Assistant Secretary for Enforcement and Compliance

* The Director of the Census term appointee will remain in place.



Senior Political Leader Position Title (Type of Political Appointment)	Designated Succession Career Official	Career Official's Current Title
Minority Business Development Agency (MBDA)		
Under Secretary of Commerce for Minority Business Development (PAS)	Donald M. Smith	Chief Operating Officer
National Institute of Standards and Technology (NIST)		
Under Secretary for Standards and Technology and NIST Director (PAS)	Charles Romine	Associate Director for Laboratory Programs
National Oceanic and Atmospheric Administration (NOAA)		
Under Secretary for Oceans and Atmosphere and NOAA Administrator (PAS)	Nancy Hann	Deputy Under Secretary for Operations
Assistant Secretary for Environmental Observation and Prediction, Deputy Administrator (PAS)	Stephen Volz	Assistant Administrator for the National Environmental Satellite, Data, and Information Service
Assistant Secretary for Oceans and Atmosphere, Deputy Administrator (PAS)	Emily Menashes	Deputy Assistant Administrator for Operations, National Marine Fisheries Service
National Telecommunications and Information Administration (NTIA)		
Assistant Secretary for Communications and Information and NTIA Administrator (PAS)	Karin O'Leary	Deputy Assistant Secretary for Operations and Administration
Undersecretary for Economic Affairs (OUSEA)		
Under Secretary for Economic Affairs (PAS)	Oliver Wise	Chief Data Officer
U.S. Patent and Trademark Office (USPTO)		
Under Secretary for Intellectual Property and Director USPTO (PAS)	Vaishali Udupa	Commissioner for Patents

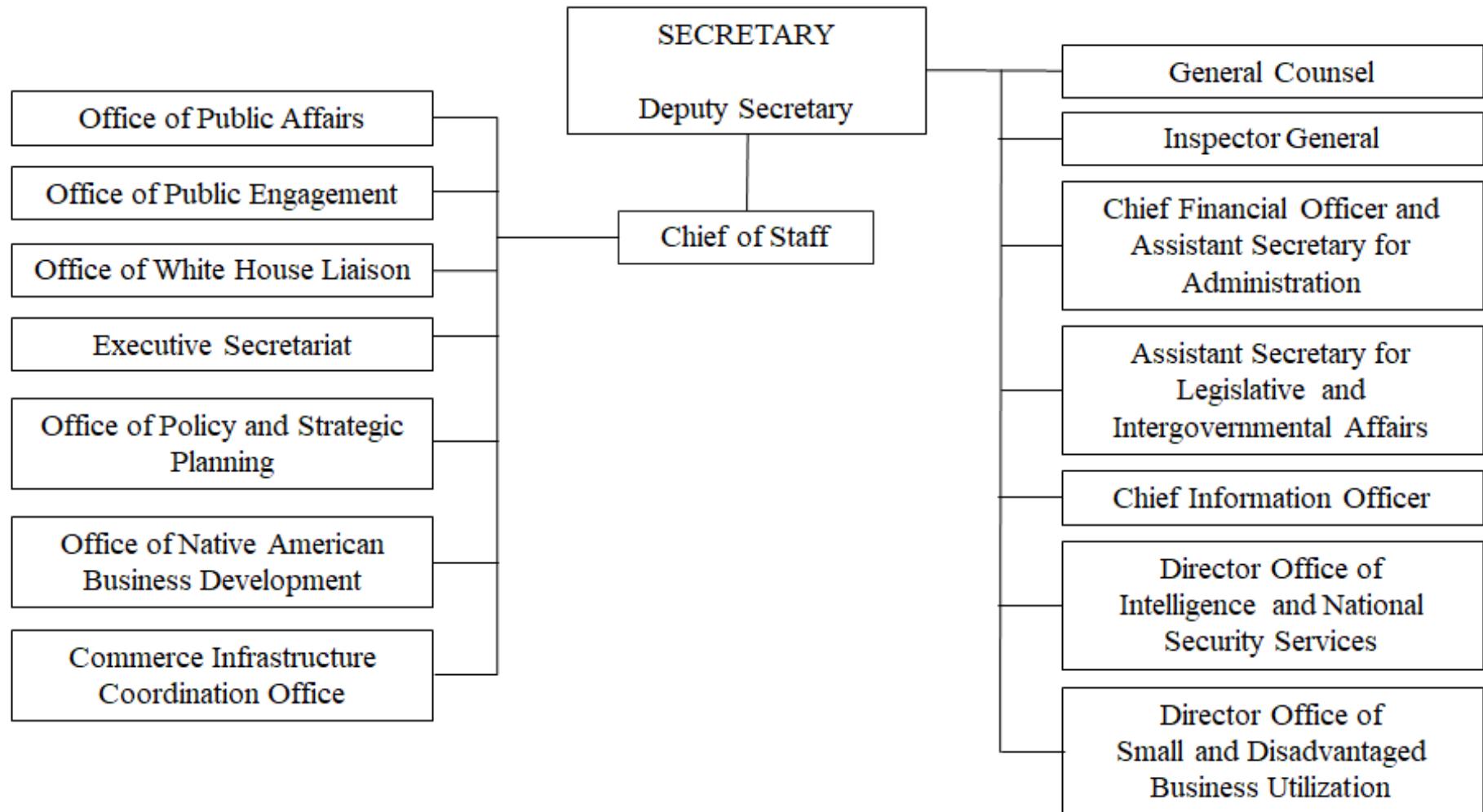


Section 4

Headquarters and Operating Units



Office of the Secretary (OS)





Office of the Secretary (OS)

Mission

The mission of the Department of Commerce is to create the conditions for economic growth and opportunity for all communities. The Department works with businesses, universities, communities, and the nation's workers to promote job creation, economic growth, sustainable development, and improved standards of living for Americans. The Office of the Secretary (OS) develops and implements policy affecting U.S. and international activities as well as the internal goals and operations of the Department. OS serves as the primary liaison with the executive branch, legislative affairs, and private sector groups and acts as the management and administrative control point for the Department.

Locations and Workforce Demographic Trends

Overall Workforce: 1,317 federal employees^{1,2}

Headquarters: Washington DC, 1,180 federal employees as of August 31, 2024.

Field Offices: 11 field offices outside of Washington DC, ~ 137 federal employees as of August 31, 2024.

Historical Total Staffing Levels (Positions)

Source	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
WCF	727	787	833	891	892
S&E	225	288	313	311	332
A&R	63	66	76	85	85
Total	1,015	1,141	1,222	1,287	1,224

¹ This includes workforce supporting the Working Capital Fund and the Advances and Reimbursements accounts.

² This includes 97 federal employees in the Immediate Office of the Secretary.



Budget Trend – Appropriations (\$ in Millions)

Source	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
WCF	\$259.7	\$278.0	\$297.1	\$323.7	\$344.3
S&E	\$73.0	\$80.0	\$95.0	\$94.5	\$112.2
A&R	\$117.5	\$136.1	\$138.3	\$144.3	\$144.3
Total	\$450.20	\$494.10	\$530.40	\$562.50	\$600.80

Principal Responsibilities

The Office of the Secretary, also known as Departmental Management (DM) released its FY 2025 President's Budget request on March 11, 2024, the Administration's scheduled President's Budget release date. The DM objective is to develop and provide policies and procedures for administrative planning, oversight, coordination, direction, and guidance to ensure implementation of the Department's mission. DM's FY 2025 request includes \$113.3 million in direct appropriations and \$488.6 million in Working Capital Fund and Advances & Reimbursements projects:

- **Working Capital Fund** (892 positions and \$344.3M)
- **Salaries and Expenses** (332 positions and \$112.2M)
- **Advances & Reimbursements** (85 positions and \$144.3M)
- **Herbert C Hoover Building Renovation and Modernization** (5 positions and \$1.1M)
- **Nonrecurring Expenses Fund** (0 positions and \$0.0M)

In addition, this budget continues critical investments in Commerce's Business Applications Solution (BAS) project, a modernization effort for mission support IT systems. Funding is requested to continue Phase 2 and 3 Implementation Activities to deploy administrative management systems (i.e., financial management, acquisition, property), enterprise data warehouse and business intelligence reporting solutions to additional operating units within the Department.

For more information about the specific initiatives in the FY 2025 DM President's Budget, please see our budget summary at: [Departmental Management FY2025 Congressional Budget Submission \(commerce.gov\)](https://www.commerce.gov/submit/budget)



The Office of the Secretary is comprised of four large offices including:

Immediate Office of the Secretary's - supports operations to foster, promote, and develop the foreign and domestic commerce of the United States. This has evolved, as a result of legislative and administrative actions, to encompass broadly the responsibility to foster, serve and promote the nation's economic development and technological advancement. Staff within this office provide mission enabling services that range from strategic planning, communications and policy to the budget, operations and administrative support to the Secretary, Deputy Secretary, Chief of Staff, Executive Secretariat, Office of Public Engagement, Office of Legislative and Intergovernmental Affairs, Office of Policy and Strategic Planning, and the Office of Public Affairs. The Immediate Office of the Secretary also manages and convenes several intra-departmental councils that are used to manage overall operations and ensure consistent execution across the entire enterprise.

Office of the Chief Financial Officer and Assistant Secretary for Administration (OCFO/ASA) - leads the management of the Department's financial and administrative functions including budget, acquisition, financial management, human resources, civil rights, security, privacy and open government, and facilities. OCFO/ASA establishes and monitors implementation of Departmental policies and procedures for administrative functions affecting program operations in Commerce's operating units and coordinates implementation of Government-wide and Departmental reforms. It ensures the accountability for the Department's various corporate resources, provides service to our direct customers, assists operating units in servicing their customers, and guides the Departmental policy-making process from a management perspective. The CFO/ASA office is engaged in the realignment of services, focused on centralizing our policy groups with transaction and servicing teams, previously hosted within the Enterprise Services division, to provide the Department with high-quality services across the Human Resources, Acquisitions and IT functions.

Office of the Chief Information Officer (OCIO) - leads the management of information resources across the Department, ensuring appropriate and optimal use of Information Technology (IT) in all programs. The OCIO implements both Government-wide and Departmental policies, programs, and activities related to IT management, including IT security. It provides analysis, design, development, support, and oversight for the Department's automated systems and offers coordination and technical support for IT resources, including telecommunications. The OCIO's mission is to deliver IT leadership, vision, and guidance to advance the Department's mission and strategic plan, enhance management effectiveness, and achieve superior results for our customers and the citizens of the United States.

Office of General Counsel (OGC) - which provides legal advice, guidance and services on matters involving Departmental programs and components and supervises the development of the Department's legislative program and the delivery of effective legal services for the growing needs of major programs. The General Counsel is appointed by the President, by and with the advice and consent of the Senate and is the chief law officer of the DOC and legal adviser to the Secretary, the Undersecretaries, the Assistant Secretaries, and other officers of the Department, including operating unit heads. The General Counsel and the Deputy General Counsel direct the operation of



12 offices that report directly to the General Counsel and oversee the legal work of five operating unit legal offices.^{3, 4}

Strategic Partnerships, Key Stakeholders, and Interagency Groups

The Office of the Secretary engages closely with the White House and particularly the Office of Management and Budget (OMB). Specifically, the Deputy Secretary represents the Department as a member of the President’s Management Council (PMC). The Department is also highly engaged with the OMB Performance Improvement Council (PIC) to coordinate the Department’s strategies and progress reporting on multiple high-priority Administration initiatives outlined in the President’s Management Agenda (PMA).

To promote understanding and support of the Department’s budget initiatives, the Budget Office works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders.

Key leadership councils within the Office of the Secretary include the Department Management Council, the Chief Financial Officer’s Council, the Chief Information Officers Council, the Federal Acquisition Council, and the Chief Human Capital Officers Council.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

None at this time.

Awaiting Decisions (first 100 days from 1/20/25)

None at this time

Quick Wins (first 100 days from 1/20/25)

None at this time.

³ These legal offices, which include National Oceanic and Atmospheric Administration, U.S. Patent and Trademark Office, National Telecommunications and Information Administration, Economic Development Administration (EDA), and FirstNet, receive their funding and positions from their operating unit’s appropriations and are part of the operating unit’s reporting lines, but receive their legal policy guidance from the General Counsel.

⁴ The Chief Counsel for EDA reports directly to the Deputy General Counsel. However, positions supporting the legal efforts of EDA are embedded within EDA.

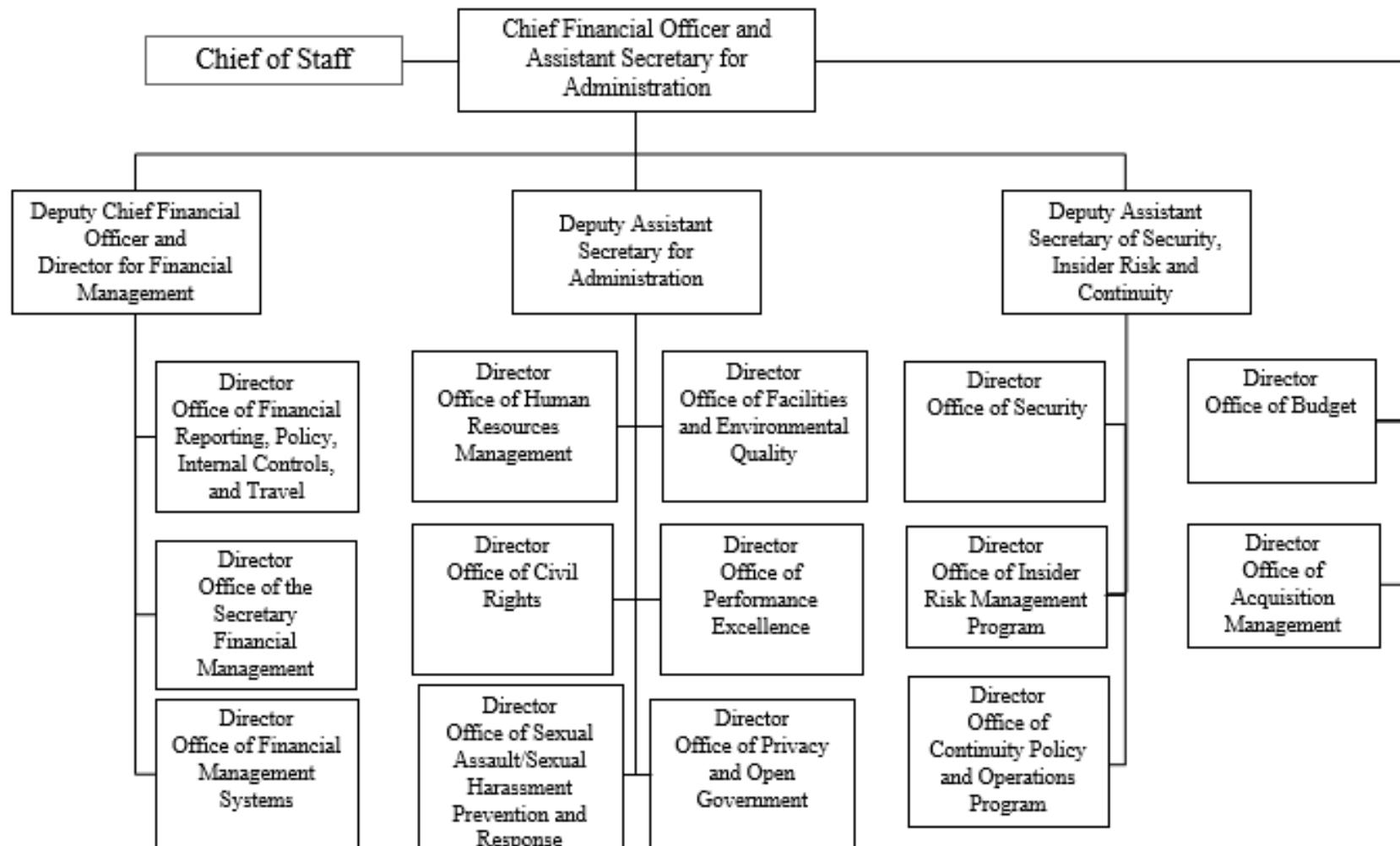


Agency Review Team Points of Contact

Name	Jeremy Pelter	Stephen Kunze
Title	Deputy Assistant Secretary for Administration, performing the non-exclusive functions and duties of the Chief Financial Officer and Assistant Secretary for Administration	Deputy Chief Financial Officer & Director for Financial Management
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Phone	202-482-2773	202-482-3709



Chief Financial Officer & Assistant Secretary for Administration



Differences from effective DOO dated 1/5/2011

1. Office of Intelligence reorganized to report to Deputy Secretary
2. Reorganized reporting structure of subcomponent offices
3. Eliminated DAS for Resource Management
4. Established Office of Sexual Assault/Sexual Harassment Prevention and Response and Office of Insider Risk Management Program
5. Renamed Office of Performance Evaluation and Risk to Office of Performance Excellence



Office of the Chief Financial Officer and Assistant Secretary for Administration (OCFO/ASA)

Mission

The mission of the Office of the Chief Financial Officer and Assistant Secretary for Administration (OCFO/ASA) is to design, deliver, and guide mission-enabling services, resources, and business strategies for all Department stakeholders. We are respected professional partners that provide outstanding service to customers while valuing continuous process improvement, equitable practices, and our talent.

Budget, Locations and Workforce Demographic Trends

Total FY25 Budget: ~\$264 million across all funds (appropriated, revolving, and reimbursable)

Headquarters: Washington DC, ~ 394 federal employees as of July 31, 2024.

Field Offices: 11 field offices outside of Washington DC, ~ 137 federal employees

Principal Responsibilities

In addition to the Chief Financial Officer and Assistant Secretary for Administration, there are two Deputy Assistant Secretaries, the Deputy Chief Financial Officer, and the Department Budget Officer who are responsible for: 1) the budgeting and planning involved in resource management, 2) organizational performance management, 3) administrative functions affecting operations across the Department, 4) financial management and reporting, and 5) intelligence and security.

- **Chief Financial Officer and Assistant Secretary for Administration (CFO/ASA).** The CFO/ASA advises and supports the Deputy Secretary in his or her capacity as the Department's Chief Operating Officer. A Chief of Staff, Special Assistant, and Senior Advisor currently assist the CFO/ASA in daily operations and with special initiatives.
- **Deputy Assistant Secretary for Administration (DASA)** is responsible for Department-wide oversight of a wide range of operational management and administrative functions including organizational performance management, grants management, human resources, facilities, real and personal property, public and private information management, civil rights, and sexual assault/sexual harassment prevention and response.
- **Deputy Chief Financial Officer and Director for Financial Management** oversees Department-wide financial management, accounting, and fiscal policies, procedures, and controls. These offices ensure compliance with related laws, regulations, standards, and guidelines; manage the Office of the Secretary's budget; develop and maintains the Department's financial management system; and ensure quality financial information, services, travel management and systems. The Deputy oversees the development of the new Business Applications Solution project.



- **Deputy Assistant Secretary, Office of Security, Insider Risk, and Continuity** oversees all security matters within the Department of Commerce. Its mission is to support and protect critical missions and assets of the Department. These offices mobilize the Department's security, insider risk, and continuity management offices to protect U.S. economic and national security interests from foreign economic and strategic threats. OSIRC provides executive leadership and support to the Department and its components in resolving key security, national security, and economic security issues.
- **Department Budget Officer** is responsible for Department-wide oversight of budget formulation and execution, performance and risk management, and program evaluation. The Office of Budget's primary responsibility is helping to prepare and defend the Department's annual budget request. The Office also supports long-range planning, conducts Department-level budget execution activities, supports development of performance measures and annual performance plans, and helps bureaus implement Commerce budget procedures and policies.
- **Chief Human Capital Officer** is responsible for all aspects of talent experience, including supporting current and potential employees and executing the functions outlined in 5 U.S.C. §1402, and shall oversee the Department's human capital leadership, including by participating in the annual performance appraisal of Principal Human Resources Managers (PHRMs).
- **Senior Procurement Executive and Director of Acquisition Management** shall implement the requirements of all acquisition-related authorities (e.g., procurement, other transaction); serve on the CITRB; coordinate with the Director for Financial Management and Deputy CFO on implementing the FMMIA; establish Department-wide procurement and financial assistance policies, regulations, and procedures; implement the requirements of the Competition in Contracting Act and other applicable statutes, regulations, and directives related to procurement; implement the Departmental Acquisition Project Management policy/processes; conduct oversight reviews of all acquisition and financial assistance activities within the Department.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

- **Counterpart Officials in the Operating Units** – The CFO/ASA offices establish and monitor implementation of Departmental policies and procedures for management and administrative functions. Operating unit counterparts to CFO/ASA officials (e.g., operating unit Chief Financial Officer (CFO)) are therefore key stakeholders.
- **Federal Oversight Entities** - The CFO/ASA offices coordinate implementation of government-wide and Department management initiatives and compliance with regulations governing support services. Therefore, key stakeholders include Office of Management and Budget (OMB), the Office of the Inspector General (OIG), the Government Accountability Office (GAO); the Office of Personnel Management (OPM), and the Occupational Safety and Health Administration; Equal Employment Opportunity Commission; and General Services Administration (GSA).



- **Budget and Program Development Operations** – Because the CFO/ASA manages the annual budget process and coordinates the development of the Department's strategic plan, key stakeholders and partners are OMB, members of Congress, and Congressional Appropriations staff.
- **Operating Unit Leaders and Managers** - The CFO/ASA provides human resources, acquisition, and financial management services to the Office of the Secretary and the Department's operating units. Commerce is midway through the execution phase of its initiative to provide higher-quality, more customer-focused mission-enabling services to the Department's more than 48,000 federal employees. The CFO/ASA also oversees the management of the Departmental working capital fund which influences the quality of mission support.
- **General Services Administration (GSA)** - The GSA owns the Herbert C. Hoover Building (HCHB) and has delegated authority for operations and maintenance. The large renovation project has been stalled due to lack of funding. However, the Department partners with GSA on significant projects such as replacing the roof to mitigate leaks, constructing a consolidated secure space, and developing a path forward for targeted renovations to reduce energy use, update infrastructure, and improve the work environment.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

None at this time.

Awaiting Decisions (first 100 days from 1/20/25)

None at this time.

Quick Wins (first 100 days from 1/20/25)

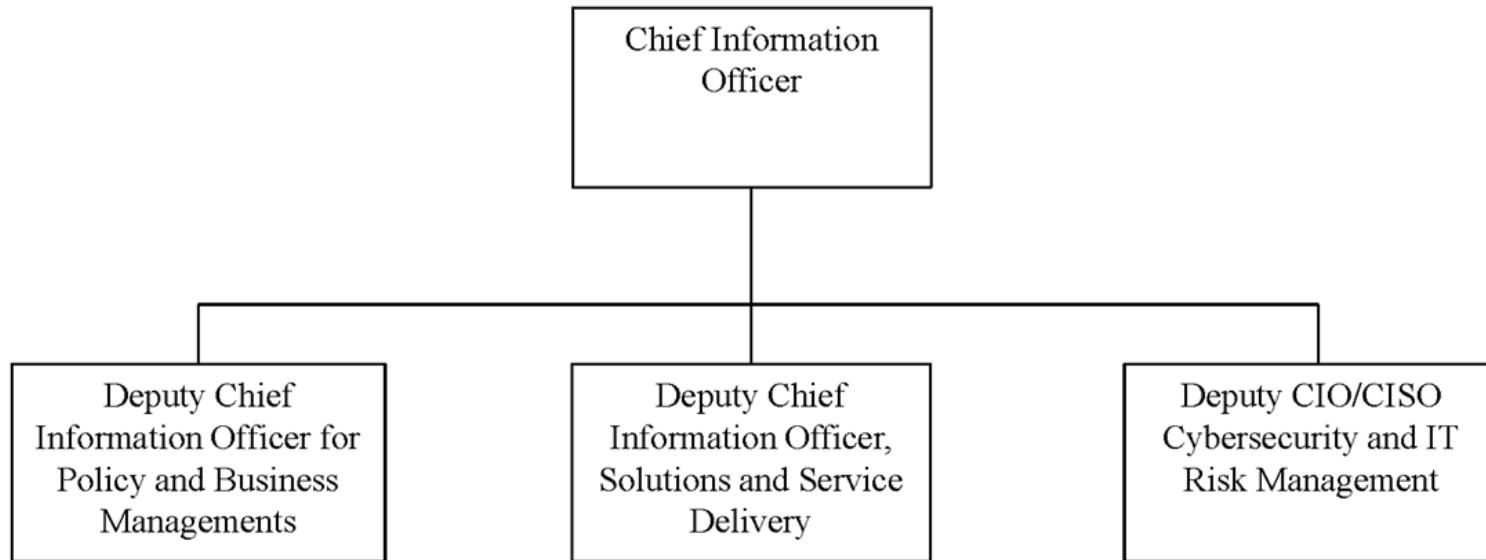
None at this time.

Agency Review Team Points of Contact

Name	Jeremy Pelter	Stephen Kunze
Title	Deputy Assistant Secretary for Administration, performing the non-exclusive functions and duties of the Chief Financial Officer and Assistant Secretary for Administration	Deputy Chief Financial Officer & Director for Financial Management
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Phone	202-482-2773	202-482-3709



Chief Information Officer





Office of the Chief Information Officer (OCIO)

Mission

The Department of Commerce Office of the CIO provides information technology leadership, vision, guidance and oversight necessary to advance the Department's mission and strategic plan, improve management effectiveness, and deliver superior results to our customers and the citizens of the United States.

Locations and Workforce Demographic Trends

Overall Workforce: 81 Federal employees

Headquarters: Washington DC, 75 Federal employees as of September 30, 2024.

Remote Workers: 6 Federal employees as of September 30, 2024.

Historical Total Staffing Levels (Positions)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 President's Budget
DM S&E	24	23	26	23	37
WCF	45	43	48	59	69
Total	69	66	74	82	106

Budget Trend – Appropriations (\$ in Millions)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget***
DM S&E	\$7.758	\$8.216	\$9.410	\$9.177	\$9.087
A&R	\$5.399	\$5.917	\$5.022	\$5.050	\$5.402
WCF*	\$65.676	\$70.290	\$73.278	\$75.678	\$74.193
NEF**	NA	\$3.222	\$57.753	\$35.738	\$0.135
Total	\$78.833	\$87.645	\$145.463	\$125.643	\$88.817

*WCF includes Manual Bill, Carryover and Recoveries. In FY25, base funding for the National Security Systems and Solutions (NS3) program is realigned to Executive Direction, in



combination with the intelligence functions of the Office of Security, to establish the new Office of Intelligence and Security.

**Non-recurring Expense Fund (NEF) is a zero-base capital improvement account. OCIO has received funds in this account for three investments: implementation of the Commerce-wide Zero Trust Architecture (ZTA) environment; the Grants Enterprise Management Solution (GEMS); and (new in FY25) the HCHB Network Modernization project. Pending requests in FY 25 not included in the total including ZTA (\$35.26 million); GEMS (\$22.5 million) and HCHB Network Modernization (\$15.3 million).

***Due to the reduction in the discretionary spending caps included in the Inflation Reduction Act of 2023, the program increases approved through the FY25 President's Budget process are not included in these totals.

Principal Responsibilities

The Department Chief Information Officer (CIO) also serves as the Department's Chief Artificial Intelligence Officer (CAIO). The CIO leads an immediate Office of the CIO (OCIO) and provides executive leadership and oversight across all Department-wide and operating unit IT initiatives. The FY 2025 President's budget request positions the CIO as a strategic leader, partner, and advisor in providing effective IT solutions, services, policy, and governance across the Department's IT enterprise. The FY 2025 request includes \$96.034 million which primarily funds immediate office activities. The immediate office of the OCIO includes four primary offices:

Office of Cyber Security and Risk Management (OCRM):

The OCRM enables business outcomes through exceptional leadership and execution by providing Department-wide:

- Security program management, coordination, and governance, to ensure risk reduction and increased performance with Federal requirements;
- Security architecture and technology direction and support resulting in modern, mature, and cost-effective solutions; and
- Cyber defense operations, coordination, and support to reduce and mitigate the impact of cybersecurity attacks.

OCRM is led by the Department's Chief Information Security Officer (CISO) and Deputy Chief Information Officer (DCIO), who provides leadership for the Department's cybersecurity program, which includes establishing policies and procedures for the Department and its Bureaus in accordance with the Federal Information Security Modernization Act of 2014 (FISMA), implementing enterprise cybersecurity functions, and coordinating incident response activities on behalf of the Department.

Office of Policy and Business Management (OPBM):

The OPBM implements programs and initiatives that enable the Department to maximize the business value of IT investments through effective oversight and management of the IT portfolio and development of strategic IT governance, policies, and solutions. OPBM seeks to:



- Leverage efficiencies in the areas of fiscal, business, acquisition, and workforce management through the effective application of project management, performance management, administrative and process controls.
- Ensure effective and comprehensive application of the Federal IT Acquisition Reform Act (FITARA) across the department, Technology Business Management (TBM) and Capital Planning Investment and Control (CPIC) program areas.
- Maximize the return on investment of the organization by providing tools, training, automation and processes for successful project and performance management.

OPBM is led by the Deputy Chief Information Officer (DCIO) for Policy and Business Management OPBM and leads a thriving front office that collaborates and partners with bureau CIO's, manages the DOC CIO Council, provides strategic, budget, administrative and management support and sound financial management over the CIO's internal resources.

Office of Solutions and Service Delivery (OSSD):

The OSSD team provides IT leadership and supports offices and organizations that reside in the Office of the Secretary, and the Department's operating units that do not have a designated CIO, including MBDA and EDA. The OSSD team provides IT solutions to customers by leveraging industry-leading infrastructure and advanced technology service solutions to maintain and improve their experience. OSSD focuses on:

- Customer business needs while advocating for effective and efficient IT solutions to achieve customer satisfaction.
- Service delivery which promotes collaboration with customers to improve the quality of products and services utilizing network and web-resources to deliver a consistent, reliable, and dependable platform to assist in fulfilling the customer's business needs.
- Advancing proven, innovative, and effective technology solutions to the OS organization to transform operations to best serve customers and mission priorities.

OSSD is led by the OSSD Deputy Chief Information Officer (DCIO) and leads business improvement initiatives to maximize results, optimize return on investment, reduce risk, leverage existing assets, and foster success. The team develops strategies to leverage existing technologies, common initiatives, and economies of scale to drive down costs and build synergy between mission and technical environments.

Office of the Chief Technology Officer (OCTO):

The Department Chief Technology Officer (CTO) provides technical leadership at the enterprise level, setting strategy for the Department, and working collaboratively with bureaus to devise strategic technology solutions and recommendations. This office ensures IT investments align with the vision and mission of the organization with a focus on strong cyber security, integration and interoperability of systems and solutions. The CTO team:

- Leads IT Modernization activities and initiatives, establishes the technology vision, strategies, and growth plans and collaborates closely with other Department CXO



leadership to develop objectives and strategies for the implementation of innovative solutions while optimizing existing systems, data, applications, and information.

- Collaborates with bureau CIOs to implement innovative, and effective technology solutions. Most recently the CTO is crafting a framework to address Artificial Intelligence oversight. The team maintains the Department's IT Enterprise Architecture (EA) that drives opportunities for collaboration and consolidation especially within the HCHB.
- Initiated a Customer Experience framework in a manner that is customer centric and easy to access and consume. This program uses technology to modernize Department-wide services and support mission priorities.

The team is led by the Chief Technology Officer who develops, and promotes technology policies, procedures, and standards to ensure organizational success and makes technology-related recommendations supported by data analysis, for viable and successful policy adoption.

Department OCIO's FY 2025 budget:

As noted above, due to the lower discretionary spending caps for FY 24 and FY 25 budget increases which had been approved through the President's Budget process were unfortunately rescinded. For OCIO, these included funding for several high priority mandates and core program requirements:

- **Office of the Chief Artificial Intelligence Officer:** \$1 million to establish the Office of the Chief AI Officer, including the Chief AI Officer (SES) and three additional technical and support staff positions.
- **Human Centered Design Center of Excellence:** \$1.1 million to establish the Customer Experience (CX)/HCD program office, providing all Department Operating Units (OUS) with CX/HCD guidance and support, procedural technology reviews and approvals, as well as access to a centralized CX/HCD Center of Excellence and toolkit.

Summary of Major Organizational Improvement Initiatives

Provided herein are major OCIO initiatives in various phases of implementation:

- **Adoption of Zero Trust Architecture:** Per OMB M-22-09, OCRM is leading the implementation of an enterprise Zero Trust Architecture (ZTA) designed to improve the Department's cybersecurity posture, protect information and information systems, and increase visibility and insight into cybersecurity risks across the enterprise.
- **Mature the Enterprise Security Operations Center (ESOC):** OCRM has transitioned the ESOC to leverage modern, cloud-based tools to increase capabilities and improve resilience. The ESOC is continuing its efforts by maximizing new capabilities to improve logging, implement a command-and-control approach to increase coordination on incidents, and enhance visibility into risks in near real-time across the Department.
- **HCHB Network Modernization:** OSSD plans to implement an updated networking infrastructure which is urgently required to provide reliable, resilient, and secure connectivity (wired and wireless) to the Herbert C. Hoover Building (HCHB) Enterprise



Network. By the end of FY2024, approximately 51% of the network assets will be end of life or obsolete. This major modernization project will address issues such as unplanned downtime and increased security threats which pose a significant risk to the Commerce mission.

- **IT Cost Transparency Initiative:** The Department began implementation of Apptio One and Cloudability, two powerful IT cost transparency tools, near the end of FY23, with a three-year roadmap to deploy these tools across the Department's IT portfolio. Apptio One creates a unified model combining financial and operational data to allow finance, technology leaders, and the business to speak a common language and make data-driven technology decisions. Cloudability is an industry-leading cloud cost management and optimization tool that enables technology, finance, and business teams to maximize the value of their public cloud strategy.
- **IT Governance Policy Framework:** OPBM is working to assess best practices, deconflict, streamline and modernize the policy framework across the range of IT governance programs and initiatives in place across the Department – including FITARA, CPIC, Enterprise Architecture, the IT Investment Review Board, Technology Business Management, and Software Assessment Management.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

To promote understanding and support of the OCIO's budget initiatives, we work closely with stakeholders across the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders. The OCIO team also chairs, hosts, and participates in many internal and external groups and organizations:

- OCRM engages with internal and external strategic partners through formal and informal opportunities. The Department CISO Council sponsors several working groups to drive key initiatives and goals with subject matter experts and representatives from each operating unit. OCRM engages with external strategic partners including the Federal CISO Council, Federal Acquisition Security Council (FASC), Cybersecurity and Infrastructure Security Agency (CISA), and the Office of the National Cyber Director (ONCD).
- The CIO chairs the Commerce IT Review Board (CITRB) that provides advice to the Secretary and Deputy Secretary. It reviews all major IT procurements and investments for department alignment, value, technology stability, risk, and need. The CIO also provides leadership as a member of the DOC Milestone Review Board (MRB) and the Acquisition Review Board (ARB). A representative from OPBM team also chairs the GSA Federal eCPIC Steering Committee (FESCOM) that leads and directs capital planning activities across the entire federal government. The Department CIO is a strategic partner in external groups including the Federal CIO Council.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

None at this time.

**Awaiting Decisions (first 100 days from 1/20/25)**

None at this time.

Quick Wins (first 100 days from 1/20/25)

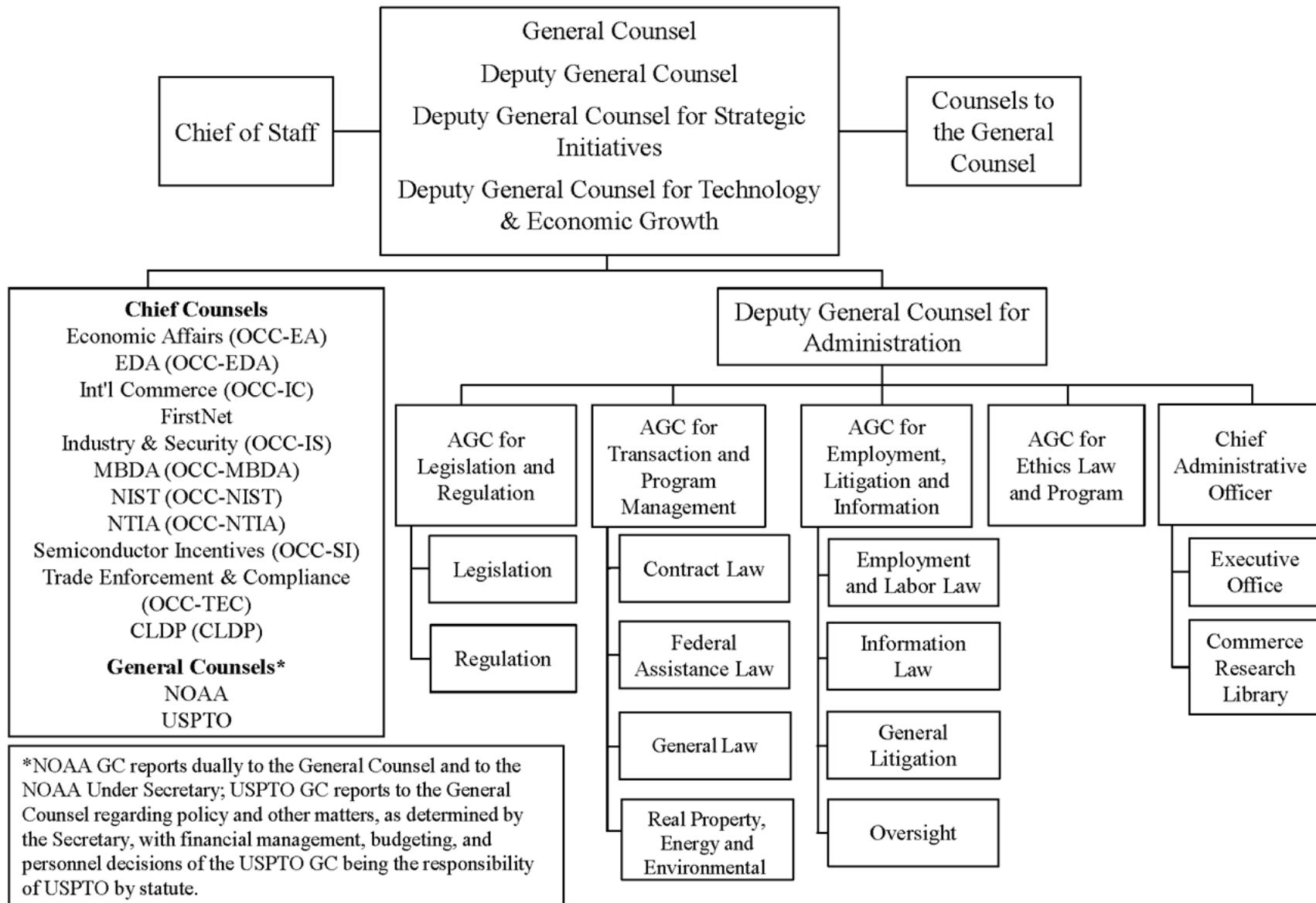
- The Office of Cyber Security and Risk Management (OCRM): Initial operating capability for new cybersecurity dashboards to include all operating unit's data (except OIG) will be available to provide a snapshot of risk posture for each operating unit.

Agency Review Team Points of Contact

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Office of General Counsel





Office of the General Counsel (OGC)

Mission

The mission of the Office of the General Counsel is to have a lasting impact on the rules for Commerce that revitalize the economy and lay a foundation for sustainable U.S. leadership in a global economy in the 21st century.

Locations and Workforce Demographic Trends

Overall Workforce: ~320 federal employees

Headquarters: Washington DC, ~350 federal employees as of September 30, 2024.

Field Offices: 0 field offices outside of Washington D.C. metropolitan area.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
245	281	315	351	351

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$48.9	50.4	55.7	77.7	80.2

Principal Responsibilities

Deputy General Counsel for Administration

The Deputy General Counsel for Administration provides enterprise-wide legal services through four Assistant General Counsels and leads OGC's long-range and strategic planning for budget, human resources, acquisitions, and facility management through the Office of the Chief Administrative Officer.

Assistant General Counsel for Ethics Law and Program

The Ethics Law and Program (ELP) is accountable for administration of Commerce's government ethics program. This encompasses all bureaus and offices. The primary mission is to prevent conflicts of interest arising for Commerce personnel, through rigorous training, financial disclosure reviews, and advice and counsel activities. ELP supports departmental risk mitigation and provides support related to guidance on the



Hatch Act. Common guidance areas include financial and personal conflicts of interest, outside activities, gifts, and post-employment restrictions.

Assistant General Counsel for Transactions and Program Management

Transactions and Program Management's four divisions provide legal services and guidance to the Department's senior leadership and bureau program offices regarding procurement, real property, financial assistance, interagency, and other special agreement transactions with outside parties and represents the Department in any litigation arising from procurement and real property matters. The office also provides legal advice on areas of environmental compliance and regulation, and general administrative law and agency operations not covered by other components of OGC, including fiscal law, trademark and copyright law, directives management and delegations of authority, personal property law, and travel and transportation law, among other issues.

Assistant General Counsel for Employment, Litigation, and Information

The Assistant General Counsel for ELI supervises and directs all employment and non-employment related litigation brought by or against the Department as a whole, and handles matters involving information law and related issues. The office consists of the AGC and four divisions -- the Employment and Labor Law Division, the General Litigation Division, the Information Law Division, and Oversight Division.

Assistant General Counsel for Legislation and Regulation

The Office of the Assistant General Counsel for Legislation and Regulation (L&R) manages the Department's legislative review process; reviews and clears rulemaking proposals prepared within the Department; and serves as a liaison with the Office of Management and Budget (OMB) for legislative and regulatory matters. The office is comprised of two divisions: the Legislative Division and the Regulatory Division.

Chief Administrative Officer

The Executive Office provides resource planning, management, and execution; and establishes budget, administrative, human resources, and program governance and controls in support of the Office of the General Counsel's (OGC) mission to provide legal services to the Department of Commerce and its operating units. The Executive Office formulates and executes the OGC annual budget; allocates and provides Working resources necessary to support the OGC Immediate Office, Office of the Deputy General Counsel for Administration, Assistant General Counsel Offices, and Chief Counsel Offices; develops and implements internal controls and business process improvement; and develops and manages the implementation of OGC-wide human resources and organizational development policies and practices. The Executive Office also provides information technology systems support and has direct oversight of the Commerce Research Library.

Commercial Law Development Program (CLDP)

CLDP provides technical assistance to more than fifty developing and transitioning countries each year to achieve US foreign policy goals and improve the legal environment for US business worldwide. CLDP's unique government-to-government technical assistance draws upon highly



experienced regulators, judges, policymakers, business leaders and attorneys from both the public and private sectors to deliver results that make meaningful and lasting changes to the legal and judicial environments of host countries.

Office of the Chief Counsel for Economic Affairs (OCC-EA)

OCC-EA provides legal advice to the Office of the Under Secretary for Economic Affairs (OUSEA) and supports OUSEA's efforts to maintain the highest possible quality federal statistical system. This enables OUSEA to communicate a vision of the key forces at work in the economy and the opportunities these forces create for improving the well-being of all Americans and support the information and analytical needs of the Department and the executive branch. OCC/EA also advises and counsels OUSEA's primary operating units—the Bureau of Economic Analysis and the Bureau of the Census—as these bureaus gather statistics, ensure confidentiality, and produce accurate and timely economic and demographic statistics for the benefit of the United States public, business, and all levels of government. OCC/EA's work expanded from its original role as OUSEA initiated programs and structured organizational resources to facilitate the creation of public/private partnerships to exploit the possibilities for economic and social development presented by big data. In conjunction with OUSEA's expanded activities, OCC/EA also provides legal support for initiatives under the Evidence Based Policymaking Act of 2018, including data development and analytics, data science research, increased utilization of open data sources, and delivery of data education and training services to Commerce agencies and their employees.

Office of Chief Counsel of the Economic Development Administration (OCC-EDA)

OCC-EDA serves the legal needs of EDA, the agency that leads the Federal economic development agenda by making strategic grants-based investments. OCC/EDA provides counsel on all EDA program-related matters, including pre-and post-approval project reviews and grant property management issues. Regional attorneys provide advice to regional EDA staff, referring matters to OCC/EDA headquarters or to OGC offices as appropriate. The regional office attorneys also handle regional Freedom of Information Act (FOIA) requests, legal aspects of audit matters before they are referred to headquarters, and grant project legal issues such as adequacy of title, form and content of security instruments and covenants, and interpretations of specific project conditions.

Office of the Chief Counsel for FirstNet

The First Responder Network Authority Office of Chief Counsel (OCC) supports the FirstNet program in fulfilling its statutory mission of ensuring the deployment, operation, and continued improvement of the Nationwide Public Safety Broadband Network (NPSBN). The NPSBN was constructed to provide priority wireless communications to public safety responders across all 50 states, 5 territories, and the District of Columbia. The FirstNet Authority OCC supports the everyday activities of the FirstNet program as well as performs specialized regulatory, compliance, and contract-support functions. As a spectrum license holder, the FirstNet Authority OCC manages the assigned spectrum for the NPSBN, including resolution of radio frequency interference to the network, and represents the FirstNet program before the Federal Communications Commission (FCC). The FirstNet Authority also provides legal support for the NPSBN contract that is foundational to the FirstNet program's public-private partnership to



build, operate, and upgrade the NPSBN, and it is responsible for environmental & historic preservation throughout the network deployment.

Office of the Chief Counsel for Trade Enforcement and Compliance (OCC-TEC)

OCC-TEC provides legal support to the International Trade Administration (ITA), specifically the Assistant Secretary for Enforcement and Compliance (E&C). CC-TEC's work focuses on supporting E&C's administration of the laws regulating unfairly-traded imports into the United States, primarily the antidumping and countervailing duty laws, and defending E&C determinations in resulting litigation in federal courts, before NAFTA/USMCA dispute settlement panels, and in disputes brought before the World Trade Organization. The office works closely with E&C in the negotiation and implementation of a broad range of multilateral and bilateral agreements relating to government subsidization and private pricing practices, provides legal support in connection with proposed legislation and regulations affecting any of the statutes overseen by E&C, and supports the administration of both the Foreign-Trade Zones program and the Section 232 steel and aluminum product exclusion process, among others.

Office of the Chief Counsel for Industry and Security (OCC-IS)

OCC-IS provides a broad spectrum of legal services in support of the national security and foreign policy missions of the Bureau of Industry and Security (BIS) including developing and interpreting export control regulations and related policies; enforcing export control and antiboycott regulations; representing BIS in administrative enforcement litigation; advising on responses to Congressional inquiries and national security-related matters affecting export controls; advising on export license applications and draft advisory opinions; drafting proposed legislation and regulations; advising on Defense priorities and allocations system orders and requests; advising on multilateral export control regimes; evaluating proposed foreign acquisitions of, or foreign investments in, U.S. companies for national security concerns in support of the Department's participation in the Committee of Foreign Investment in the United States; assisting in international export control training programs; developing and interpreting regulations to secure the supply chain of information and communications technology and services (ICTS) against foreign adversaries; advising on BIS's authorities relating to Infrastructure as a Service (IaaS) providers and Artificial Intelligence (AI); and advising BIS on Section 232 investigations and the exclusions from tariffs process, and leading the Department's efforts in Section 232 related litigation.

Office of the Chief Counsel for International Commerce (OCC-IC)

OCC-IC provides legal support to ITA and the Department in their work promoting U.S. international commerce, particularly U.S. exports and foreign investment into the United States, supporting U.S. companies doing business abroad, and negotiating and enforcing international agreements that support U.S. commerce. The Office also supports ITA economic and national security work, including review of foreign investment under the Committee on Foreign Investment in the United States, restrictions on outbound investment, and work on securing U.S. supply chains. Other key work streams include developing mechanisms to allow for international data flows consistent with national security requirements; promoting anticorruption and transparency internationally; supporting export promotion programs (e.g., trade missions and commercial advocacy); and implementation of U.S. trade laws, including trade remedy laws (except antidumping and countervailing duty laws).



Office of the Chief Counsel for National Institute of Standards and Technology (OCC-NIST)

OCC-NIST provides legal support to NIST in the areas of intellectual property management and scientific research management. The office also provides legal service to the National Technical Information Service (NTIS).

Office of the Chief Counsel for National Telecommunications and Information Administration (OCC-NTIA)

OCC-NTIA is responsible for the development and administration of the NTIA legal program. NTIA is the Executive Branch agency that is principally responsible by law for advising the President on telecommunications and information policy issues. NTIA's programs and policymaking focus largely on expanding broadband Internet access and adoption in America, expanding the use of spectrum by all users, and ensuring that the Internet remains an engine for continued innovation and economic growth. NTIA/OCC provides programmatic legal advice to the Administrator, Deputy Administrator and all components of NTIA with regard to the powers, duties, and responsibilities of NTIA and its relationship with other government departments and agencies (particularly the Federal Communications Commission), Congress, business, industry, and private organizations, and the development and administration of NTIA policies and programs. NTIA/OCC prepares and reviews legislative proposals and statements concerning pending legislation or oversight to be made before committees of Congress and prepares or reviews regulatory proposals and comments before regulatory agencies. NTIA/OCC also carries out additional policy development functions with significant legal orientation in coordination with other components of NTIA as the Administrator directs. NTIA/OCC is headed by a Chief Counsel and Deputy Chief Counsel with the support of attorney-advisers and administrative staff. The legal program is carried out subject to the overall authority of the Department's General Counsel.

Office of the Chief Counsel for the Minority Business Development Agency (OCC-MBDA)

OCC-MBDA provides legal and policy advice to the MBDA National Director, and to the Agency's headquarters offices, covering all aspects of MBDA's operations and programs. MBDA functions as a primary operating bureau of the U.S. Department of Commerce and is authorized by Executive Order 11625. MBDA's mission is to foster the establishment, growth and global competitiveness of the nation's minority business enterprises (MBEs). OCC/MBDA is led by the Chief Counsel, who is resident in MBDA's headquarters office in Washington, D.C. The Chief Counsel provides legal and strategic counseling to MBDA with respect to the Agency's powers, duties and responsibilities, as well as its relationship with the Department of Commerce, other federal government agencies and external stakeholders. MBDA's programs and initiatives are varied and range from the provision of strategic business consulting to MBEs, assisting MBEs in competing for contract opportunities and in securing public and private business financings, to a robust knowledge management and information dissemination program. In addition, MBDA maintains an active portfolio of over 44 financial assistance awards (structured as cooperative agreements) to support public and private organizations that operate minority business centers located throughout the Nation and the Chief Counsel provides advice to the Agency on legal and program matters pertaining to such awards.

**Office of the Chief Counsel for Semiconductor Incentives (OCC-SI)**

OCC-SI provides advice and assistance to the CHIPS Program Office (CPO) within DOC. The CPO's mission is to catalyze long-term growth in the domestic semiconductor industry to support our national and economic security. The CPO operates the CHIPS for America Semiconductor Incentives program, which will finance major semiconductor manufacturing and related facilities through a combination of grants, loan, loan guarantees, and other transactions.

Summary of Major Organizational Improvement Initiatives

- Launch of Attorney Honors Program
- Launch of the Professional Development Committee
- Revamped public website
- Expanded building footprint to accommodate post-pandemic return-to-office efforts

Strategic Partnerships, Key Stakeholders, and Interagency Groups

OGC works closely with the Office of the Secretary, client operating units, the Office of Management and Budget, the White House, and the U.S. Department of Justice, and partners across the Executive Branch.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

OGC's role in the Department is to track and advise upon those Congressional and Media issues facing the various bureaus and the Office of the Secretary. None at this time.

Awaiting Decisions (first 100 days from 1/20/25)

None at this time.

Quick Wins (first 100 days from 1/20/25)

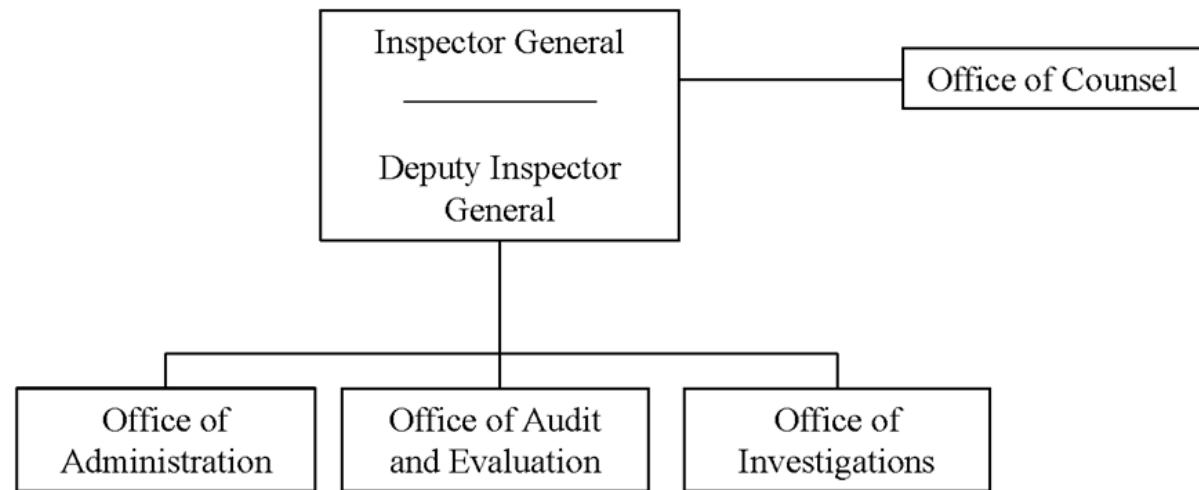
None at this time.

Agency Review Team Points of Contact

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Office of Inspector General





Office of Inspector General (OIG)

Mission

The Inspector General Act of 1978, as amended, created an independent and objective entity in the executive branch to provide oversight to prevent and detect fraud and abuse in government programs, while promoting economy, efficiency, and effectiveness in their administration. Within the Department of Commerce, OIG seeks to improve the program and operations of the Department through this independent and objective oversight.

Locations and Workforce Demographic Trends

Overall Workforce: 219 federal employees

Headquarters: Arlington, VA. 34 federal employees as of September 30, 2024.

Field Offices: 2 field offices outside of Washington, DC. 5 federal employees as of September 30, 2024.

Remote Employees: 185 employees in 143 individual cities and towns as of September 30, 2024.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
183	188	221	238	248

Budget Trend – Annual Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$43.2	\$47.5	\$50.5	\$50.5	\$53.4

Budget Trend – Supplemental Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$3.0	\$21.0	\$10.0	\$8.0	8.0



Principal Responsibilities

Pursuant to the Inspector General Act, Commerce OIG's duty and responsibility is to promote economy and efficiency in the administration of, and prevent and detect fraud and abuse in, the Department's programs and operations. Major focus areas include the following:

- **Modernizing Technology and Systems:** Strengthening IT security posture and modernizing IT systems and operations.
- **Providing Core Services and Data:** Providing essential information to stakeholders on such varied subjects as trade, weather and environment, intellectual property, and population data.
- **Managing Spending:** Funding and managing major programs while protecting funds from risk, fraud, and waste.

Pursuant to the Reports Consolidation Act of 2000 (Public Law 106-531), we annually summarize the most serious management and performance challenges facing the agency as well as the agency's progress in addressing those challenges. These reports provide our independent assessment of the major challenges facing the Department of Commerce. Our 2024 report is available on our website: [Top Management and Performance Challenges Facing the Department of Commerce](#). Our 2025 report will be available at the same site shortly.

Additionally, every four years, the Council of the Inspectors General on Integrity and Efficiency (CIGIE), the statutorily-created umbrella organization charged with promoting coordination and professionalism across Inspectors General, publishes a Presidential Transition Guide that is designed to provide incoming agency leadership with information about OIGs, their authorities, and their interactions with the departments they oversee. The previous transition guide is available at this link: [CIGIE Presidential Transition Handbook](#). We note that Commerce OIG is taking a leading role in updating CIGIE's 2024 Guide. In addition, the Office of Management and Budget issued a memorandum in 2021 setting forth guidance on agency cooperation with OIGs: [Promoting Accountability through Cooperation among Agencies and Inspectors General](#). The Department of Commerce has incorporated the OMB guidance in its communications by periodically sending a message to all staff regarding cooperating with and providing access to OIG; the latest message was circulated to all staff on March 23, 2022.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

OGC works closely with the Office of the Secretary, client bureaus, the Office of Management and Budget, the White House, and the U.S. Department of Justice, and partners across the Executive Branch.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

OGC's role in the Department is to track and advise upon to track and advise upon those Congressional and Media issues facing the various bureaus and the Office of the Secretary. None at this time.



Awaiting Decisions (first 100 days from 1/20/25)

None at this time.

Quick Wins (first 100 days from 1/20/25)

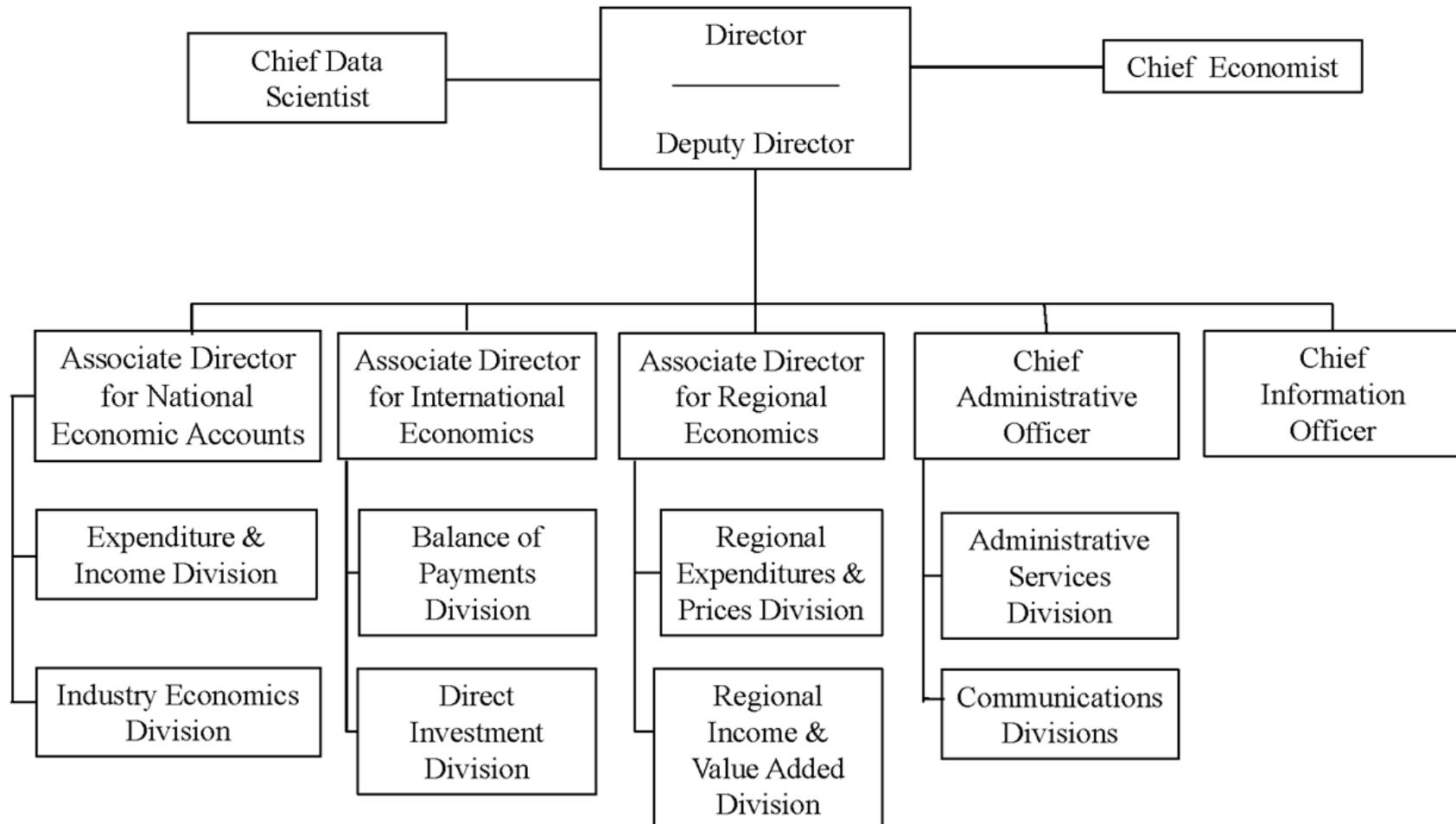
None at this time.

Agency Review Team Points of Contact

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Bureau of Economic Analysis



Differences from effective DDO 35-1B dated 4/7/2021

- 1) Chief Innovation Officer renamed Chief Data Scientist
- 2) Two divisions renamed under Associate Director for Regional Economics



Bureau of Economic Analysis (BEA)

Mission

BEA promotes a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic accounts data in an objective and cost-effective manner.

Locations and Workforce Demographic Trends

Overall Workforce: 451 federal employees

Headquarters: Washington DC, 451 federal employees as of July 1, 2024.

Field Offices: 0 field offices outside of Washington DC.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
453	436	458	460	470

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$108.4	\$111.7	\$121.9	\$117.0	\$130.2

The reduction in budgetary resources from FY 2023 to FY 2024 resulted in the elimination of several data products, including near-real time estimates of consumer spending that were essential to understanding consumer behavior during the COVID-19 pandemic and recovery. BEA also delayed several projects to modernize statistical production and dissemination. Further reductions in BEA resources present a danger to the bureau's core mission.

Principal Responsibilities

BEA produces some of the Nation's most critical economic statistics, including gross domestic product (GDP), personal income, consumer spending, and corporate profits—for the Nation as a whole and broken out by geographic region and by industry. BEA also produces the Nation's statistics on international trade in services and partners with the Census Bureau to produce overall statistics on U.S. trade and the U.S. trade balance.



BEA statistics are used by policymakers, businesses, and individuals to make key decisions affecting the Nation's economy and their personal finances. Among a myriad of uses, BEA's GDP statistics are used by the Congressional Budget Office for Federal budget projections, BEA's flagship inflation measure (the Personal Consumption Expenditures Price Index) is used by the Federal Reserve to make decisions about interest rates, and regional statistics are used for several Federal-state and state-level programs, including for setting Medicaid reimbursement rates and for determining constitutional limits on government spending in 20 states.

BEA released its FY 2025 President's budget on March 11, 2024. The budget requests \$130.2 million to continue targeted investments that will preserve the timeliness, relevance, and accuracy of some of the Nation's most critical economic statistics and measure new sectors of the economy. This level also ensures BEA remain the Nation's premier provider of U.S. economic accounts data.

For more information about the specific initiatives in the FY 2025 BEA budget, please see our budget summary at: <https://www.bea.gov/system/files/2024-07/bea-2025-congressional-justification.pdf>

Strategic Partnerships, Key Stakeholders, and Interagency Groups

To promote understanding and support of BEA's budget initiatives, the Bureau's Budget Office works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders, including the following groups:

Advisory Committees: The BEA Advisory Committee and the Federal Economic Statistics Advisory Committee (FESAC) advise BEA on statistical methodology and other technical matters related to the collection, tabulation, and analysis of federal economic statistics. The Committees are comprised of leading economic and business economists.

U.S. Federal Statistical System: BEA works closely with the Census Bureau, a sister bureau within the Department of Commerce, as well as agencies across the Federal statistical system, including the Bureau of Labor Statistics, the Internal Revenue Service's (IRS's) Statistics of Income Division, and the U.S. Chief Statistician in the Office of Management and Budget.

International Organizations: BEA represents the United States in many international committees and working groups through the United Nations, OECD, International Monetary Fund, and others. These groups are vital for advancing statistical methodology and standards, as well as ensuring the integrity and comparability of global economic measurement.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

In late March, BEA will release the first look at corporate profits for the fourth quarter of 2024, as part of the "third" estimate of GDP. The release of these closely watched economic indicators tends to generate significant news coverage. Usually on the morning of the estimate, BEA senior leadership briefs the Secretary or his designee at 8:30 AM (Eastern). The news release is available to media and other users at 8:30 AM on BEA's website. This process will largely be repeated in late April and late May with the "advance" and "second" GDP estimates for the first



quarter of 2025. Additionally, on the mornings of “advance” estimates (January, April, July, and October), BEA senior leadership briefs the staff of Congress’ Joint Economic Committee at 9:30 AM.

Quick Wins (first 100 days from 1/20/25)

- **Authorize limited sharing of business tax return information to measure the economy more accurately:** BEA, along with partners at the IRS and Census Bureau, seeks to expand BEA access to Federal Tax Information (FTI) for certain businesses. Current law authorizes the IRS to disclose certain FTI for government statistical use. FTI may be disclosed to officers and employees of the Census Bureau for all businesses, while FTI may be disclosed to officers and employees of BEA only for corporate businesses. Providing BEA with access to FTI of partnerships and certain sole proprietorships would allow BEA and the Census Bureau to synchronize their business lists, significantly improving the consistency and quality of U.S. economic statistics.
- **Delineated FY2026 appropriations for BEA and the Office of the Under Secretary for Economic Affairs (OUSEA):** BEA and OSEA seek to establish separate reporting of appropriations in the President’s Budget for FY 2026. While the two agencies work closely together, their missions are substantially different. BEA is nonpartisan, nonpolitical, and neutral on policy to provide the Nation with the most accurate and objective economic data. OSEA provides both oversight and insulation to the Department’s two non-partisan statistical units, BEA and the Census Bureau. However, while the Census Bureau is fully separated, OSEA and BEA share a single appropriation. Providing clear delineation in both budget formulation and execution between OSEA and BEA, two distinct organizations, will reinforce to the public and broader Federal statistical community both the policy role of OSEA and the independent statistical role of BEA.

High Visibility Items (first 100 days from 1/20/25)

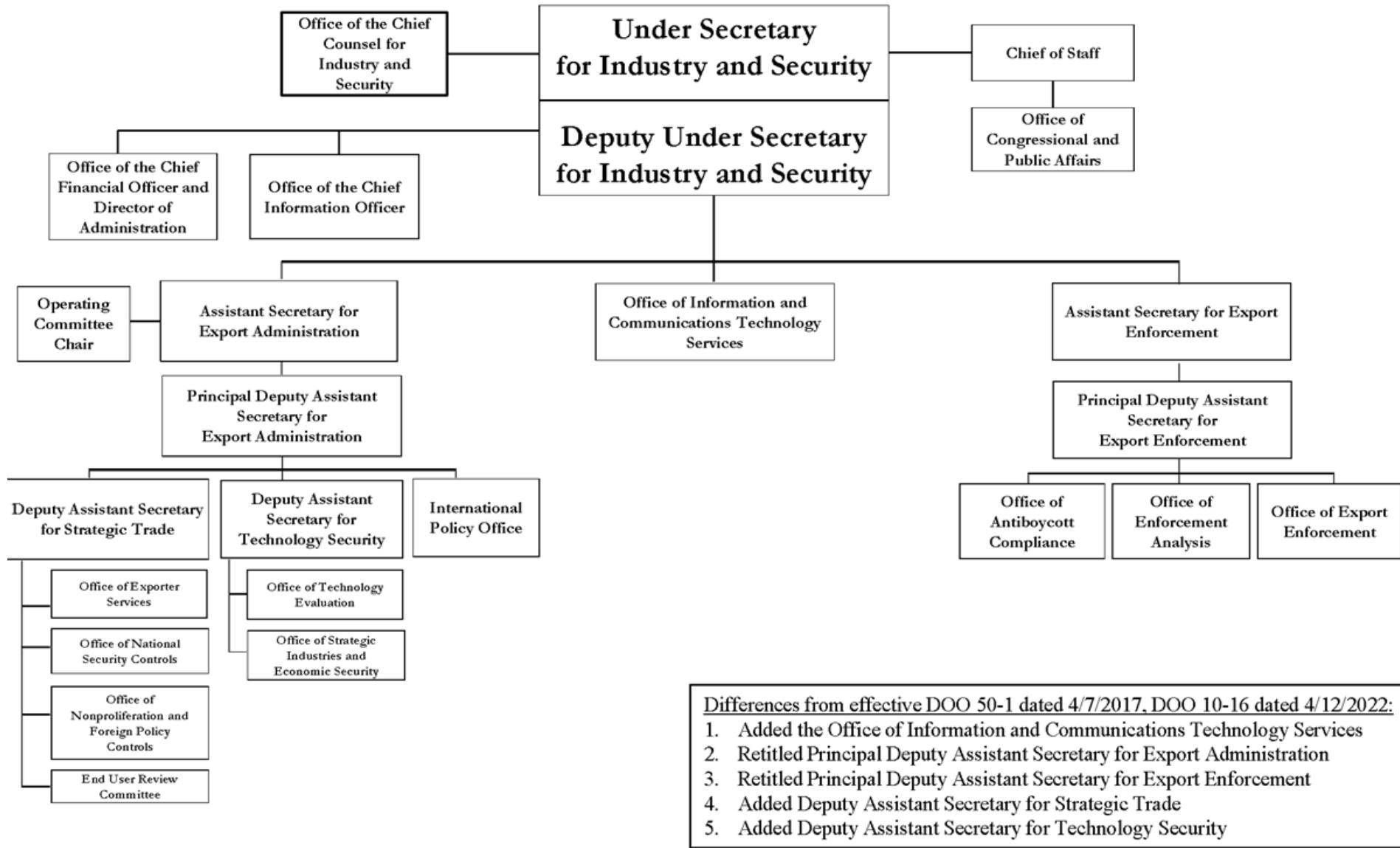
- **Secretarial briefings:** BEA welcomes the opportunity to continue to provide briefings to the incoming Secretary on the mornings of its releases. In March, this includes the Principal Federal Economic Indicators (PFEI) GDP, corporate profits, and international transactions for the fourth quarter of 2024, as well as personal income and international trade for the month of February 2025.

Agency Review Team Points of Contact

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Bureau of Industry and Security





Bureau of Industry and Security (BIS)

Mission

Advance U.S. national security, foreign policy, and economic objectives by ensuring an effective export control and treaty compliance system and promoting continued U.S. strategic technology leadership. The Bureau's paramount concern is the security of the United States, which includes its national security, economic security, cyber security, and homeland security. In the area of export controls, it will vigorously administer and enforce such controls to stem the proliferation of weapons of mass destruction and the means of delivering them, halt the spread of weapons to terrorists or countries of concern, prevent destabilizing military modernization programs, and further important U.S. foreign policy objectives. Where there is credible evidence suggesting that the export of an item violates U.S. law, the Bureau must act to investigate and mitigate that threat. Protecting U.S. security includes not only supporting U.S. national defense, but also ensuring the health of the U.S. economy and the competitiveness of U.S. industry. The Bureau seeks to promote a strong and vibrant defense industrial base that can develop and provide technologies that will enable the U.S. to maintain its military superiority. In protecting U.S. security, the Bureau must avoid actions that compromise the international competitiveness of U.S. industry without any appreciable national security benefits.

Locations and Workforce Demographic Trends

Overall Workforce: 585 federal employees

Headquarters: Washington DC, 428 Federal employees.

Field Offices: 157 federal employees work at field offices outside of Washington DC in Boston, Chicago, Dallas, Los Angeles, Miami, New York, San Jose, and Phoenix.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
448	453	583	585	611

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$133	\$141	\$191	\$191	\$223.392



Principal Responsibilities

BIS released its FY 2025 President's Budget Request on March 11, 2024, the Administration's scheduled President's Budget release date. This request continues support for the prevention of unauthorized use of U.S. technologies for purposes contrary to American interests by ensuring an effective export control and treaty compliance system and to promote continued U.S. strategic technology leadership. BIS will continue its engagements with international and interagency partners to enhance the application and enforcement of export controls, implement changes from the multilateral export control regimes in an expeditious manner, and administer an efficient export licensing system.

BIS's budget includes \$223.392 million and 611 positions to continue targeted investments in important critical U.S. national security functions, while simultaneously finding efficiencies between new mission capabilities and mission support investments in the following three program areas*:

1. **Management and Policy Coordination** (127 positions; \$33.8 million)
2. **Export Administration** (230 positions; \$89 million)
3. **Export Enforcement** (254 positions; \$100.6 million)

*Overhead support personnel and costs are distributed among the three program areas.

Of particular note, BIS's FY 2025 budget includes funding to expand upon its investments in plurilateral and bilateral cooperation with allies and likeminded countries, specific to export control policy and enforcement, including through placement of additional Export Control Officers (ECOs) abroad, while leveraging integrated analytic capabilities and supporting data tools to illuminate complex relationships amongst entities conducting technology export transactions. This collaboration of information-sharing and detection will result in more proactive investigations of potential violations and aggressive use of regulatory actions (e.g., the Entity List) and enforcement outcomes to prevent and deter violators.

Specifically, this budget continues critical investments in critical technical expertise on technologies, markets and trade; furthers the capabilities in the area of international export control policy; maintains an ECO presence in Finland and Taiwan, as well as expanding ECO positions in Central and South America; supports more efficient dissemination of information within BIS's current IT infrastructure in a timely manner; and secures the safety and trustworthiness of artificial intelligence technologies as required under Executive Order 14110.

For more information about the specific initiatives requested in the FY 2025 BIS budget, please see our budget summary at:

[BIS FY 2025 President's Budget Request](#)



Summary of Major Organizational Improvement Initiatives

BIS Information Technology Governance. In FY24 BIS started implementing a defined and multi-faceted IT governance model to align resources to mission strategy. The governance model incorporates a Technology Steering Board (TSB), comprised of the BIS Under Secretary, Deputy Under Secretary, and Assistant Secretaries. The TSB is provided quarterly IT modernization progress reviews for overall feedback and direction. The reviews also serve as a mechanism to prioritize future year objectives. It also incorporates an Office of the Chief Information Officer (OCIO) initial strategy review, technology evaluation council, business evaluation council, technology review board, and technology portfolio reporting. The overall governance model will allow BIS to become compliant with the Federal IT Acquisition Reform Act (FITARA), and ensure resourcing decisions related to IT are properly vetted by bureau leadership and strategically aligned to the bureau's mission.

BIS Information Technology Modernization Effort. All of BIS' major mission applications are approaching two decades since they were released, and there have been no significant updates to those applications. Meanwhile, the cybersecurity threat has become increasingly complex and hostile. In addition, data science advancements have transformed the way organizations handle data to minimize time to impact for their data assets, and application development practices have evolved to be more agile and rely on cloud native services. To address these major deficiencies, BIS developed a 5-year IT modernization plan which focuses on three major IT modernization program areas: Data-Centric Architecture, Mission-Focused Design of Applications, and Zero Trust Cybersecurity. In FY-2024 BIS worked with the Department to formalize a DOC Non-Recurring Expense Fund (NEF) proposal that if approved by OMB and Congress would provide an initial investment of \$20M in FY-2025 to begin this IT modernization effort.

Highly Qualified Expert (HQE) Hiring Authority. BIS has been working closely with congress to obtain HQE hiring authority, which would allow BIS to more rapidly hire technical experts to adjust and assess emerging threats posed by dual-use technologies. DOD has a very similar authority under 5 USC § 9903. The authority requested would be limited, capped at 50 employees. For comparison, DOD's HQE authority is capped at 2,500 employees.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

To promote understanding and support of the Bureau's budget initiatives, the Bureau's Budget Office works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders including the Committee on Foreign Investment in the United States (CFIUS), Market Impact Committee, BIS Operating Committee (OC), Advisory Committee for Export Policy (ACEP), and National Security Council (NSC).



Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- PRC's ability to circumvent controls aimed at inhibiting their ability to access US technology and develop an AI ecosystem used to enable its military modernization
- Huawei and SMIC licensing policies
- Licensing policy for AI chips to companies and countries in the Middle East
- Remote access for cloud computing and training AI models
- BIS licensing policies for firearms exports

Awaiting Decisions (first 100 days from 1/20/25)

- Assess status of efforts to constrain PRC's ability to support military modernization through its semiconductor and AI strategies and decide whether to take additional unilateral and/or multilateral actions.
- Evaluate critical and emerging technologies, assess relative risks and potential threats, and provide strategic direction on prioritization.

Quick Wins (first 100 days from 1/20/25)

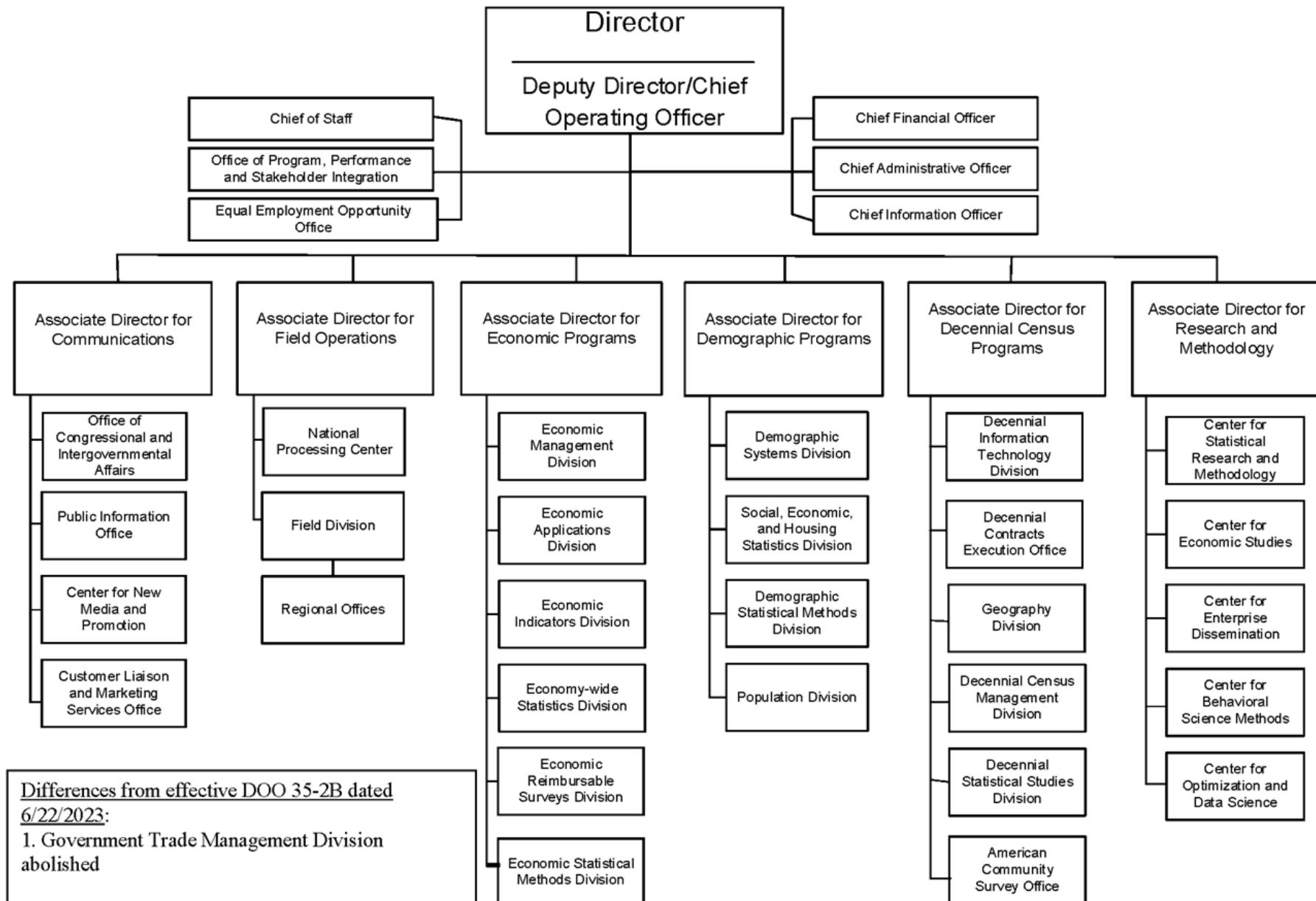
- Finalize regulatory actions that are in process that could not be completed prior to January 20, 2025 (May be updated closer to the transition date).

Agency Review Team Points of Contact

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Census Bureau





U.S. Census Bureau

Mission

The Census Bureau's mission is to serve as the nation's leading provider of quality data about its people and economy.

Locations and Workforce Demographic Trends

Overall Workforce: 13,247 federal employees

Headquarters: Suitland, MD (4,487 federal employees)

Field Offices:

Regional Offices:

Atlanta, GA (1,326 federal employees)

Chicago, IL (1,045 federal employees)

Denver, CO (1,526 federal employees)

Los Angeles, CA (1,205 federal employees)

New York, NY 1,295 federal employees)

Philadelphia, PA (1,186 federal employees)

National Processing Center/Telephone Centers:

Jeffersonville, IN (845 federal employees)

Tucson, AZ (173 federal employees)

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
207,083	11,896	12,848	13,948	13,967

Budget Trend – Appropriations (\$ in Millions)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
Current Surveys and Programs	\$288.4	\$300.0	\$330.0	\$328.5	\$367.4
Periodic Censuses and Programs	\$813.9	\$1,050.4	\$1,155.0	\$1,054.0	\$1,210.3
Total	\$1,102.3	\$1,3504	\$1,485.0	\$1,382.5	\$1,577.7



Principal Responsibilities

The U.S. Census Bureau released its FY 2025 President's budget request on March 11, 2024, the Administration's President's budget release date. The request continues to position the Census Bureau as the Nation's premier statistical agency. The Census Bureau's FY 2025 request includes \$1,577.7 million to continue a multiyear process of transforming its organization and operations from a survey-centric model to a data-centric model that blends survey data with administrative and alternative digital data sources. This approach will benefit all Census Bureau programs and provide more timely and relevant data products to stakeholders and the American public. The FY 2025 Budget will invest in new data products, protect and modernize key demographic data products, improve data collection methods and quality, crosscut research and capabilities, continue investments in enterprise technology, and build the 2030 Census program.

The FY 2025 Budget will develop new data products for use by researchers, policymakers, and the public. In FY 2025, the Census Bureau will establish an annual Puerto Rico Economic Survey resolving a longstanding data gap on Puerto Rico's economy. The request expands the Census Bureau's High Frequency Data Program which enhances the capability to collect timely and granular information about current economic conditions and trends.

The FY 2025 Budget will protect and modernize key programs by establishing an infrastructure for improvements to intercensal population estimates, including the estimates base used to develop the annual population estimates. Also, the request supports the transition of the Survey of Income and Program Participation (SIPP) into the Census Bureau Business Ecosystem and provides ongoing instrument and methodology development for the program to improve use of administrative records. The FY 2025 Budget will restore the fielded sample for SIPP to 53,000 cases to ensure that SIPP remains a leading source of comprehensive information on the dynamics of income, employment, household composition, and government program participation. Finally, the budget will support implementation of an online panel to support the timely and efficient collection of high-quality data for the Census Bureau's household surveys.

In FY 2025, the Census Bureau remains committed to innovation and invests in crosscutting research techniques and capabilities and includes a partnership with NIST to help leverage privacy-enhancing technologies to protect the privacy of Americans against AI threats in support of Executive Order 14110 “Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence.”

The FY 2025 Budget will continue investments in enterprise technology. The Census Bureau will continue to integrate IT capabilities and surveys into the Business Ecosystem. The Business Ecosystem enables common processing and data storage capabilities across the Census Bureau's programs. The FY 2025 Budget will support migrating surveys to the Data Ingest and Collection for the Enterprise (DICE) to provide a streamlined questionnaire design that features optimized experiences for respondents and Census Bureau field representatives and restores and continues efforts to consolidate the many existing dissemination systems into a shared-service platform that makes data discoverable, accessible, and consumable. The budget will support the economic and government censuses by funding data release activities for the 2022 censuses and planning and content development for the 2027 censuses.



Finally, to build the 2030 Census program, the Census Bureau will continue to leverage the successes of prior censuses by finalizing research across a wide array of potential enhancements, initiating the key investments needed to take these innovations to their peak maturity, and selecting the initial framework for an operational design. For more information about the specific initiatives in the FY 2025 Census Bureau budget, please see our budget summary at: www.census.gov/about/budget.html.

Decennial Census Programs
(2025 Budget \$768.6 million)

The Decennial Census Directorate comprises three programs: the Decennial Census, the American Community Survey (ACS), and Geographic Support. These are supported by additional offices for Statistical Studies, IT, Administration, Budget, Communications, and Redistricting and Voting Rights Data. The Decennial Census (every decade) and ACS (ongoing), together with their supporting programs, comprise the demographic and geographic data framework that underpins virtually all business and governmental decision-making in the United States.

Economic Programs
(2025 Budget \$409.7 million)

The Economic Programs Directorate oversees the statistical programs that count and profile U.S. businesses and government organizations. It is responsible for economic and government censuses taken every five years; more than 70 separate surveys taken monthly, quarterly, and annually, including 12 principal federal economic indicators; merchandise export and import statistics produced monthly; extensive compilations of administrative records; and numerous special research and technical studies. The economic surveys conducted span 19 of the 20 industry sectors and cover approximately 99 percent of GDP. Examples of industry sectors that are surveyed by the Economic Programs Directorate include utilities, manufacturing, retail trade, finance and insurance, health care and social assistance, and accommodation and food services. However, the Census Bureau does not conduct the Agriculture, Forestry, Fishing, and Hunting survey, which is conducted by the United States Department of Agriculture. The directorate spans six divisions and three smaller offices primarily located at headquarters.

Demographic Programs
(2025 Budget \$130.5 million)

The Demographic Programs Directorate develops and manages over 30 demographic surveys (monthly, quarterly, and annually) from which data are used to create official U.S. measures of employment, unemployment, poverty and widely used measures of crime, housing, education, income and health insurance coverage. International Programs works with developing countries through funding provided by USAID, to help countries produce and disseminate quality statistics. The directorate is the source of significant insight for decision-makers on topics such as immigration, families and children, and participation of individuals and households in federal, state, and local assistance programs. The directorate houses the Bureau's subject matter experts on topics such as race and ethnicity, income and poverty, and families. It also provides updated estimates of the U.S. population for the nation, states, counties, and cities as well as basic demographic characteristics, in the years between the decennial censuses.



Research and Methodology¹

(2024 Budget \$185.9 million funded by other Census directorates, direct appropriation, and Reimbursable activities)

The Associate Director for Research and Methodology and Chief Scientist initiates, coordinates, and supports agency-wide research efforts advancing relevant and forward-looking research about the nation's people, places, and economy. These efforts entail statistical, economic, social science, behavioral science, data science, and software engineering research. The Research and Methodology Directorate (R&M) collaborates with teams across the Census Bureau, as well as academic, government and private-sector researchers throughout the country and the world to develop innovative scientific advances and solutions that help assure the Census Bureau remain a leader in economic and social measurement.

In keeping with this motivation, R&M has been at the forefront of re-envisioning the Census Bureau data enterprise to support a “Statistical Product First” approach, so we can better provide information the public wants and needs to meet its objectives. We’re widening our lens and working across Census Bureau programs to develop statistical products informed by what stakeholders need. Vital to this endeavor is understanding what purposes and uses people need Census Bureau statistics to support. This then drives the development of new statistical products through an iterative process called the Statistical Product First Innovation Cycle—key to the Census Bureau’s transformation and modernization efforts.

R&M also relies on several senior technical researchers who report to the associate director and carry out individual and collaborative research projects focusing on key issues of importance to the Census Bureau’s mission and to the broader federal statistics community. They are international leaders in their fields of expertise, mentor Census Bureau staff, and are central to the Census Bureau’s transformation and modernization efforts.

The Quality Program Staff (QPS) is responsible for the U.S. Census Bureau Statistical Quality Standards, provides oversight to ensure the quality of Census Bureau statistical processes and information products, and supports the Bureau’s activities related to scientific integrity. QPS is also the action arm of the Methodology and Standards Council. The council advises the program associate directors on policy and issues affecting statistical research and practice for Census Bureau programs.

The Center for Behavioral Science Methods (CBSM) conducts methodological research to improve the quality of measurement of social and economic phenomena and applies this research through the testing and evaluation of questionnaires and data collection instruments across the Census Bureau as well as other federal government agencies. CBSM also develops emerging methods for improving quality of measurement and applies these tools in novel ways—like improving the comprehension and accessibility of statistical products intended for a wide variety of users.

¹ The Research and Methodology and Information Technology Directorates are funded by overhead contributions from the Census Bureau’s appropriated programs, including the Decennial, Demographic, and Economic Programs. As such, the budget estimates for those programs are not additive.



The Center for Economic Studies (CES) conducts research and development activities using data from Census Bureau censuses and surveys of businesses and households, linked employer-employee data, administrative records from federal and state agencies, and other sources. CES research leads to new discoveries in economics, sociology, demography, and other social sciences. CES research also leads to improvements to Census Bureau surveys and statistical products and new experimental statistics and information products for public use. CES also collaborates with other divisions in the Census Bureau to research the use of administrative records data in surveys and the decennial census to improve data quality and reduce costs and respondent burden.

The Center for Enterprise Development (CED) conducts research to support the Census Bureau's efficient dissemination of the maximum amount of high-quality statistics about the nation's people, places, and economy, while fully meeting the Census Bureau's legal and ethical obligation to protect the confidentiality of respondent information. CED research incorporates state-of-the-art disclosure avoidance techniques for Census Bureau product dissemination including statistical disclosure limitation and formal privacy methods. CED staff manage the Disclosure Review Board and all its activities in support of the Data Stewardship Executive Policy Committee. CED also operates the national network of the Federal Statistical Research Data Centers (FSRDCs). FSRDCs provide secure environments supporting qualified researchers across the nation using restricted-access data while protecting respondent confidentiality. These restricted-access data come from censuses and surveys of businesses and households, linked employer-employee data, and administrative records from federal and state agencies and other sources. CED is responsible for the development, operation, and maintenance of the Center for Enterprise Dissemination Services and Consumer Innovation (CEDSCI)—the enterprise platform for hosting Census Bureau-wide census, survey, and research data in a variety of readily usable and easily discoverable formats.

The Center for Optimization and Data Science (CODS) advances Census Bureau research through the development and application of innovative data science methods and modern software engineering and by providing high-performance computing environments for research. This includes researching and developing applications operating on large-scale datasets to optimize Census Bureau business processes and create new statistical products. CODS refines and applies record linkage methodology to improve the quality and efficiency of integration of multiple data sources. CODS also collaborates with Census Bureau programs in the use and refinement of adaptive design methods to improve quality and reduce cost by managing survey and census data collection work. In addition, CODS is responsible for leading the design, deployment, and maintenance of Census Bureau research computing environments, supporting FSRDC data users, Census Bureau researchers and staff, and all Census Bureau programs.

The Center for Statistical Research Methods (CSRM) conducts research on statistical design, modeling, and analysis methods, including AI and machine learning. CSRM collaborates with statisticians and subject matter experts throughout the Census Bureau on appropriate statistical design, analysis, and implementation methods. In collaboration with program staff, CSRM develops statistical algorithms to implement new statistical design and analysis methods. Areas of expertise and interests include missing data and observational data modeling methods; record linkage; AI and machine learning methods; small area estimation methods; spatial analysis



methods; sampling, estimation, and survey inference methods; time series and seasonal adjustment methods; experimentation, prediction, and statistical modeling methods; and simulation and visualization methods.

Chief Administrative Officer

(2024 Budget \$85.3 million funded by other Census directorates and direct appropriation)

The Office of the Chief Administrative Officer (CAO) provides human resources, administrative services, health and safety, and investigative services to all components of the U.S. Census Bureau and the Bureau of Economic Analysis. The CAO is leading the planning efforts to prepare for the Bureau of Labor Statistics move to the Suitland Federal Center (SFC) referred to as the Census Re-imagined project. This required a 38% reduction in the headquarter facility's footprint. Construction officially began July 2023 and reentry began in June 2024. Full re-entry is expected January 2025. This modernization of the SFC will include ensuring space to support a more mobile workforce, improved conference and reservation functions, and a work environment that spurs creativity, supports productivity, and enhances collaboration.

Information Technology²

(2025 Budget: \$814.6 million includes \$138 million for the Decennial Census)

The Office of the Chief Information Officer (CIO) delivers innovative, responsive, and trusted IT services and capabilities for over 200 program-specific and Enterprise applications. Its employees are located primarily at headquarters and the data center located in Bowie, MD. Current priorities include delivering modern IT infrastructure, application development, and security capabilities that enable innovative data collection, processing, and dissemination, while increasing operational efficiency through consistent and scalable IT service delivery. The bureau's IT infrastructure delivers high performance, secure and scalable on premise and multitenant cloud computing environments that enable efficient statistical product creation. The Office of the CIO focuses on enabling users to use open-source tools, machine learning, and other emerging technologies to use, process, manage, and more securely share data.

Summary Of Major Organizational Improvement Initiatives

- Facilities Modernization. The Census Bureau's National Processing Center in partnership with GSA has procured a new leased facility in the Jeffersonville, Indiana, area. The current facility, which consists of 10 separate 1930–1940 era buildings, requires substantial maintenance and does not meet Federal fire and life safety, accessibility, and energy efficiency standards. The General Services Administration has determined that it would not be cost effective to rehabilitate the current facility to resolve these issues. The new National Processing Center building is a 20-year lease with termination rights after the 15th year. The National Processing Center is set to take possession of the new building in June 2026 when the lease term will begin.

² The Research and Methodology and Information Technology Directorates are funded by overhead contributions from the Census Bureau's appropriated programs, including the Decennial, Demographic, and Economic Programs. As such, the budget estimates for those programs are not additive.



- Business Applications Solution (BAS). The BAS program is a U.S. Department of Commerce (DOC) modernization initiative designed to deploy an integrated suite of financial and business management applications in support of the mission. BAS aims to enhance data quality and timeliness, improve reporting capabilities, and boost operational effectiveness while reducing total cost of ownership and risk. The Census Bureau is actively collaborating with DOC and the other bureaus with a deployment schedule as follows: NOAA went live October 2023; Census in October 2025; and NIST in October 2026.
- Development and Implementation of the Census Bureau Business Ecosystem (BE). Providing new, modernized systems and methods, including a common, modernized tool set for data collection; cutting-edge linking of survey, census, and third-party data; modernized data processing and quality product creation; and innovative dissemination to the public. This work coordinates four existing initiatives that provide the core business functions of the Census Bureau: Data Ingest and Collection for the Enterprise (DICE); the Frames program for curated linkable data; the cloud-based hub for processing, storage, product creation and research known as the Enterprise Data Lake (EDL); and the Census Enterprise Dissemination Services and Consumer Innovation (CEDSCI) program for modernized data dissemination. The BE enables the Census Bureau to shift from a survey- and census-only business model to one that combines data science with traditional survey methods, modernizing, diversifying, and accelerating delivery of our statistical products, and placing data and the needs of our data users at the center of our approach.

Economic Programs

2022 Economic Census. The Economic Census is the official five-year measure of employer businesses in the United States providing comprehensive statistics on the number of establishments, total employment, annual payroll, and total sales, receipts or revenue. Data on expenses, inventories and a variety of other statistics are also available for selected sectors. Improvements for the 2022 Economic Census include expanded industry coverage to capture agricultural support services, an adaptive collection instrument utilizing machine learning to reduce burden and increase efficiency, and an accelerated data release schedule. The initial data product, *First Look Statistics*, was released in January 2024. The release of the *Geographic Area Statistics*, with data down to the place level, is planned for December 2024.

2022 Census of Governments. Covering over 90,000 state and local government units and subagencies, the Census of Governments is the most comprehensive, comparable, and precise measure of government economic activity. Conducted every five years, it identifies the scope and nature of the nation's public sector and provides authoritative benchmark figures of public finance, pensions, and employment. The 2022 Census of Governments started releasing official counts of state and local governments and various benchmark statistics on public employment and public finance in April 2023 and continued on a flow basis. The final release from the 2022 Census of Governments, State and Local Government Finances, will be completed by November 2024.



Annual Integrated Economic Survey (AIES). The Annual Integrated Economic Survey (AIES) represents a strategic transformation for the Census Bureau as it evolves into a data-centric organization. By consolidating seven critical annual economic surveys into a single, comprehensive collection of 370,000 employer businesses, we streamline processes, eliminate redundancies, and create a unified platform for consistent measurement of the U.S. economy. This initiative is groundbreaking, as it is the first to fully integrate enterprise and cloud solutions, revolutionizing our data management practices from content creation to dissemination. This program not only aligns the business ecosystem but also leverages alternative data sources and direct company data feeds, providing an unprecedented, economy-wide view. Data produced from the AIES will serve as the only comprehensive source of annual national and subnational economic data, representing the future of federal data collection and statistics. These statistics are crucial for understanding the health and trajectory of the U.S. economy, informing policy decisions, and guiding business strategies. The first release of these new statistics is July 2025.

Improvements to Economic Indicators. More timely and granular data keeps our users better informed and improves the accuracy of downstream measures such as the Bureau of Economic Analysis's advanced GDP estimates and the Federal Reserve's industrial Production and Capacity Utilization index. Work is underway to improve the granularity of the data produced for the advanced Manufacturers' Shipments, Inventories, & Orders and the advanced Quarterly Services Sector reports. Construction indicators including New Residential Starts and Value Put in Place (total construction spending) are part of a modernization leveraging cutting edge technologies and third-party data that will improve granularity and quality of these important leading measures of economic activity.

Business Trends and Outlook Survey. Based on the success of the pandemic era Small Business Pulse Survey, the Business Trends and Outlook Survey (BTOS) was developed as a permanent program provides insights into current business conditions and businesses' outlook about future conditions. BTOS also supports quarterly supplements on special topics including business use of AI and work from home. Bi-weekly data tabulations and user-friendly visualizations are disseminated in near real-time as experimental data products.

Annual Business Survey. Released statistics from the Annual Business Survey producing estimates on minority-owned businesses, research and development, innovation, technology, and other business characteristics. Statistics from the 2022 Annual Business Survey were released in October 2023, including estimates providing the number of women-owned, minority-owned, Hispanic-owned, and veteran-owned businesses. Rotating modules with new business topics are introduced each survey year, thus allowing us to provide relevant economic information to stakeholders. Recent topics have included Coronavirus Pandemic, Automation Technology, Design and Intellectual Property, and Detailed Owner Characteristics like gender identity and disability status. To complete the profile of Total Business Owners, the U.S. Census Bureau also produces the Nonemployers Statistics by Demographics (NES-D). The 2021 NES-D was released in August 2024. These data include demographic data of nonemployer business owners and their business characteristics like industry, receipts, and legal form of organization.



Strategic Partnerships, Key Stakeholders, And Interagency Groups

The Census Bureau's robust data collection and acquisition infrastructure is integral to the operation of the Federal Statistical System (led by OMB's Office of Information and Regulatory Affairs); members include the Bureau of Labor Statistics, Bureau of Justice Statistics, National Center for Education Statistics, and others. For example, the Census Bureau provides two-thirds of the data that the Bureau of Economic Analysis (BEA) uses to generate its flagship statistic, GDP. We know that our customers want, and will benefit from, data that is timelier and in greater detail regarding region and industry. These data provide an important foundation in this data-driven age, and many of our stakeholders leverage the data directly while many others use the data blended with other sources to produce critical macro estimates. Additionally, the Census Bureau is working with the Commerce Data Service to explore the feasibility of using big data tools within the architecture of the Center for Enterprise Dissemination Services and Consumer Innovations platform (CEDSCI).

The Census Bureau works closely with the over-sight bodies that monitor major programs' execution. These include Congress, the Government Accountability Office, the Office of the Inspector General, and the Office of Management and Budget. The bureau also maintains strategic partnerships with our data users—both federal (i.e., Congress and other agencies) and nonfederal (i.e., businesses; nonprofit organizations; state, local, and tribal government agencies; researchers; and the general public)—to ensure that the data products we release meet their needs in terms of timeliness, format, and granularity. Key stakeholders include Census Equity Initiative, Funders' Committee for Civic Participation, Census Counts, and The Leadership Conference. Finally, the agency seeks advice from the Census Advisory Committees and other experts on methodology, population and demography issues, technical issues, and others.

Any Potential Congressional or Media Issues (First 100 Days From 1/20/25)

None at this time.

Awaiting Decisions (First 100 Days From 1/20/25)

None at this time.

Quick Wins (First 100 Days From 1/20/25)

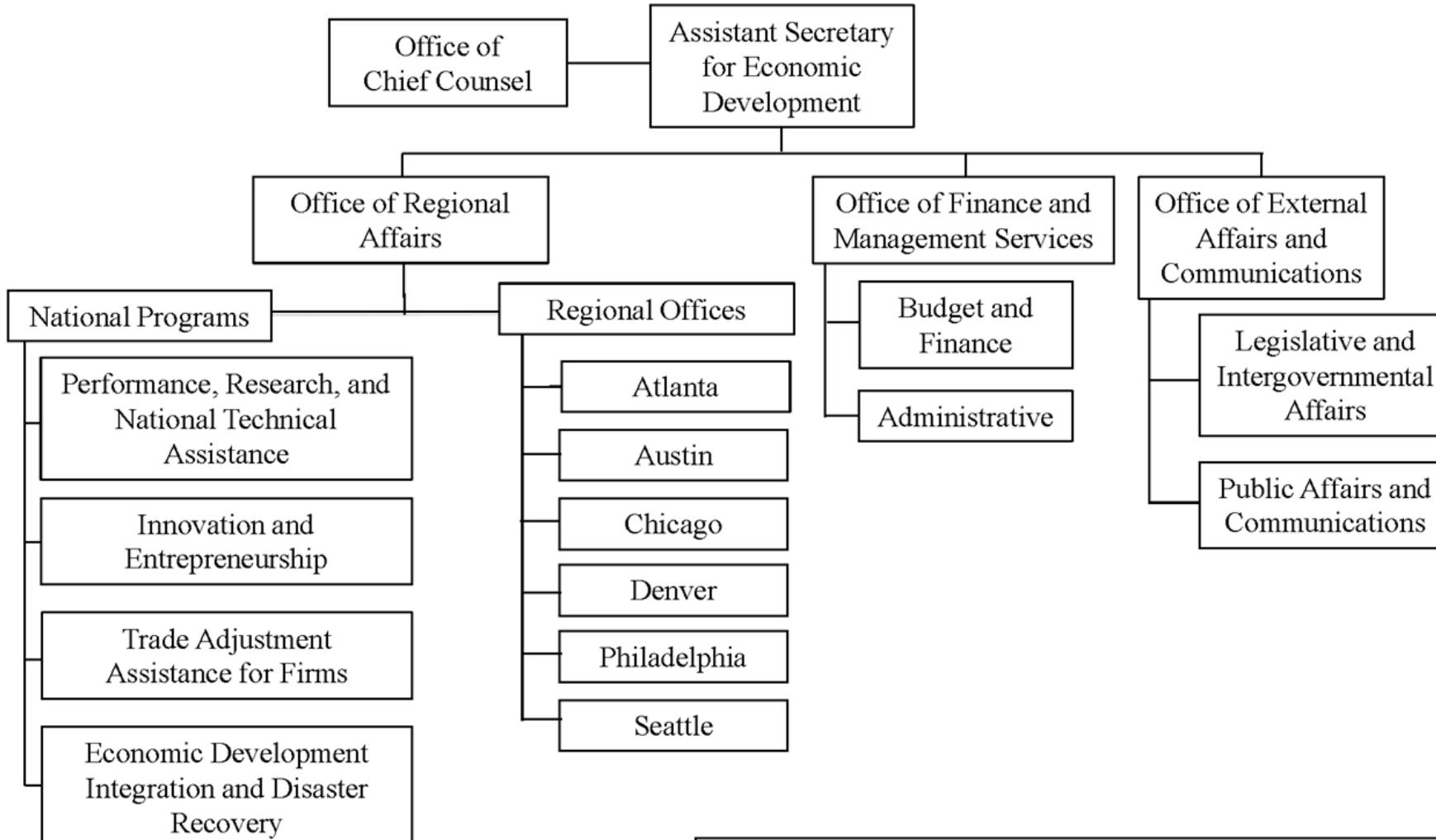
None at this time.

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Economic Development Administration



Additional programs managed by the Office of the Assistant Secretary that are not reflected on the org chart:

1. Tech Hubs
2. Recompete
3. American Rescue Plan
4. Build to Scale



U.S. Economic Development Administration (EDA)

Mission

EDA is the only federal agency exclusively focused on economic development and works with every single state and territory. EDA works directly with communities and regions to help them build the capacity for locally driven economic development to address local business conditions and needs, advance national priorities, or recover from natural disasters or economic shocks. EDA staff leverage a portfolio of flexible grant tools to help communities across America take control of their future and position themselves for economic prosperity and resiliency. EDA's work focuses on innovation and regional, state, and local collaboration, working with partners to develop initiatives to advance new ideas and creative approaches to address rapidly evolving economic conditions.

Through grants to state and local governments, non-profits, tribes, and institutes of higher education, EDA creates the conditions for private companies to locate into a distressed community. EDA's matching grants start with local business conditions and needs – programs support state and local activities that facilitate long-term strategies to drive economic diversification, promote innovation in new focus areas, and/or build a region's capacity for economic recovery and resilience. This assistance is tailored to communities and takes many forms, from investments to advance our capacity to compete in emerging technology fields to foundational investments in coal communities, to long-term investments to assist communities experiencing economic distress. For example, EDA funds manufacturing revivals, enables entrepreneur success, funds planning and feasibilities studies to enable communities to make better use of their local assets, and provides funding to revitalize communities. EDA also drives innovation and entrepreneurship throughout the United States to help U.S. workers and businesses compete globally.

EDA manages a portfolio of \$7.1B across over 13 different grant programs, which includes an additional \$6.8B received over the past few years through supplemental funding that reinforced EDA's role in transformational economic investments, including the American Rescue Plan (ARP) and the CHIPS & Science Act. These bills enabled EDA to build on the momentum of existing work focused on distressed communities and support new, transformative models of economic development, including programs to invest in innovative approaches to workforce development, and invest in regions across the country with the potential to become globally competitive in the technologies and industries of the future. Given this influx in funding, EDA is working to shift its staff and capacity to best support these new initiatives while ensuring continued service to existing programs and operational excellence.

Locations and Workforce Demographic Trends

Overall Workforce: 250 federal and political employees

Headquarters: 112 federal and political employees as of August 23, 2024.

Field Offices: 6 field offices (Seattle, Denver, Austin, Chicago, Philadelphia, and Atlanta), 138 federal employees as of August 23, 2024.



Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
276	356	336	262	358

In 2022 and 2023, EDA experienced a dramatic influx in personnel to aid in the implementation of the additional \$6.8 billion received via CARES, ARP, and CHIPS & Science Act supplemental appropriations. These staff were critical in advancing the standup and immediate execution / award of this funding, and as many of these programs have moved into post-award, EDA has returned to more historical FTE levels. Given the size of EDA's post-award portfolio under management, the team is taking additional steps to support programs in this phase, including a higher budget for salaries and expenses (S&E) for additional staff, and ensure consistent, effective service delivery to our partners.

Budget Trend – Appropriations (\$ in Millions)

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Enacted	FY 2024 Enacted	FY 2025 President's Budget
S&E	40.5	43.5	68.0	68.0	85.9
EDAP	305.5	330.0	430.0	400.0	437.0
Supplemental	3,000.0	0	1,118.0	0	0
EDA Total	\$3,346.0	\$373.5	\$1,616.0	\$468.0	\$522.9

Principle Responsibilities

EDA released its FY 2025 President's budget request on March 11, 2024. The request continues EDA's role as the Nation's only federal government agency focused exclusively on economic development. This includes work to revive distressed communities, to support communities in their pursuit of innovative manufacturing and commercialization, and to bolster the regional ecosystems for businesses to grow and thrive—in turn, creating jobs across the country. This budget request fosters EDA's critical role in facilitating regional economic development efforts through a portfolio of flexible investment mechanisms, mission-driven staff, and a network of regionally-based partner organizations. EDA receives two annual appropriations, one for making grants to improve the economy (i.e., economic development assistance programs – EDAP) and a second to operate the EDA organization (i.e., S&E). EDA's FY 2025 budget request includes



\$522.9 million in discretionary funding to continue targeted investments across several major program areas based on authorizing statute:

1. **Public Works and Economic Development Act Programs** – FY24 \$281.5M/FY25 \$261.5M; Public Works and Economic Adjustment Assistance, national and local technical assistance, partnership planning, and assistance to energy transition communities provide a wide range of technical assistance, planning, infrastructure, and program implementation assistance to regions experiencing adverse economic conditions.
2. **Tech-Based Economic Development** – FY24 \$52.5M/FY25 \$52.5M; Build to Scale (B2S) and the STEM Talent Challenge help regions increase capacity for innovation through high-tech entrepreneurship support, increasing access to equity capital, and strengthening talent pipelines through unique workforce development efforts.
3. **Stevenson-Wydler Programs / CHIPS and Science Act** – FY24 \$41M/FY25 \$82M; the Regional Technology and Innovation Hubs (Tech Hubs) program strengthens U.S. economic and national security through investments in the commercialization of critical technologies in regions across the country with assets and resources to become globally competitive. The Distressed Area Recompete Pilot Program (Recomplement) invests in economically distressed communities where prime-age (25-54 years) employment significantly trails the national average, with the goal to close this gap through large, flexible investments to create and connect people to good jobs.
4. **ARPA** – FY24 \$25M/FY25 \$41M; ARPA investments included 780 awards across 433 unique counties to projects ranging from supporting core enabling infrastructure to planning and workforce development to entrepreneurship to transforming regional economic clusters. ARPA spans six programs, including the Good Jobs Challenge (GJC) and Build Back Better Regional Challenge (BBBRC), which are still in the post-award phase under active EDA management. The GJC invests in industry-led workforce training partnerships in key technology industries to invest in diverse populations, regions, and communities. EDA receives ongoing appropriations for the GJC. Of note, the programs under active management also include a substantial number of construction projects under the BBBRC and Economic Adjustment Assistance programs.
5. **Disaster** – Since the early 1990s, EDA has received over \$3.2 billion in supplemental funding to support long-term economic recovery and resiliency in the aftermath of natural disasters. Following a disaster, EDA coordinates with Commerce bureaus and other agencies engaged in disaster-recovery efforts to share information and data on the ramifications of the disaster. EDA also works to collect on-the-ground information on the economic impacts of the disaster event. Then, if EDA was appropriated supplemental appropriations for disaster recovery, EDA runs grant competitions to distribute the funds, maximizing long-term recovery, strength, and resiliency.

EDA also requested \$4 billion in mandatory funding for Tech Hubs, of which \$1.5 billion would be appropriated in FY 2025, to enable EDA to make significant progress towards accelerating innovation and technology-centric economic growth in regions across the United States.



For more information about the specific initiatives in the FY 2025 EDA budget, please see our budget summary at: [EDA FY25 CJ](#).

Summary of Major Organizational Improvement Initiatives

EDA strives for operational excellence and is focused on building out systems, tools, and processes to allow EDA to operate efficiently and effectively in support of internal and external users. There are several workstreams in progress across technology upgrades and grants management.

To best leverage data in support of operations and programs, EDA is working on several transformative technology and data efforts. First, EDA has almost completed the final migration towards a single grants management system, EDGE. To handle the influx of supplemental funding from CARES to Tech Hubs, EDA made the decision to invest in an upgraded grants management system, which provided additional functionality and technology stability to manage its broad range of grant programs, including newly designed programs leveraging supplemental funding. The bureau has continued to track the development of the Department-wide GEMS grants management system and is exploring options to integrate the two initiatives.

EDA is also continuing efforts to improve grants management capabilities, grow its capacity for data-driven operations, and offering enterprise-wide support to grants administration. Delivering these projects will enable EDA to continue to mature and best address the changing strategic environment.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

Key EDA partnerships and interagency efforts:

- Leads Federal Emergency Management Agency's economic recovery emergency support function on behalf of the Department of Commerce
- Represents Secretary of Commerce for Organization for Economic Cooperation and Development (OECD) events
- Serves on the Community Development Financial Institutions Fund (CDFI) advisory board
- Works with commissions, including the Appalachian Regional Commission, Delta Regional Authority, Denali Commission, and Northern Border Regional Authority

As EDA's mission has grown, so too have its partnerships. EDA now works with a range of stakeholders across the national security and technology sectors in a way that complements longstanding relationships with economic development institutions at a regional and local level and businesses, including:

- National Association of Development Organizations (NADO)
- National Association of Counties (NACo)
- National Governors Association
- University Centers



- Native American/Tribal Planning Organizations
- Think tanks, including the Brookings Institution
- Americas Competitiveness Exchange, led by the Organization of American States
- Collaborates with the National Counterintelligence Task Force (NCITF), FBI HQ and field offices, the National Counterintelligence and Security Center (NCSC), and others on risk and threat mitigation for Tech Hubs individually and at the program level
- Continues to establish and formalize relationships across government to support Tech Hubs through [benefits of designation](#)

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- **Investment priorities, new programs, and press questions.** EDA traditionally updates its investment priorities with a new Administration. We also anticipate receiving media/press questions about the future of recent marquee programs (Tech Hubs, GJC, etc.).
 - “Will XXX grants continue? Will EDA remain available for ongoing technical assistance?”, etc.
- **Public affairs messaging.** Many of the EDA grants under management will have major milestones in FY 2025, including ground breakings. EDA will likely receive requests to participate and amplify these events throughout 2025 and will need decisions on if/how to support.
- **EDA reauthorization.** There is currently reauthorization language for EDA pending with Congress. If not reauthorized by December 2024, EDA reauthorization will be pushed to the 119th Congress, requiring a decision on engagement.¹

Awaiting Decisions (first 100 days from 1/20/25)

- **Budget.** The Department of Commerce’s FY26 President’s Budget Submission is pending with OMB.
- **Investment areas.** EDA typically updates its investment priorities with a new Administration and will need to confirm policy direction on several key areas.
- **Funding opportunities.**
 - Depending on the outcome of FY2025 appropriations, the Department will need to decide whether or not to release additional notice of funding opportunities (NOFOs) for three programs:
 - Tech Hubs – to continue to invest in regions with the assets, resources, capacity, and potential to transform into globally competitive innovation centers;
 - Recompete – to continue efforts to reduce structural prime-age employment gaps in economically distressed communities; and
 - Good Jobs Challenge (GJC) – to continue industry-led workforce training partnerships in key technology industries

¹ On March 12, 2024, the Senate Environment and Public Works Committee passed S.3891, the Economic Development Reauthorization Act of 2024, which would reauthorize and update EDA programs under the Public Works and Economic Development Act of 1965, for the first time in nearly 20 years.



- The Department may have also finalized other NOFOs for release and posting, pending final approvals.

Quick Wins (first 100 days from 1/20/25)

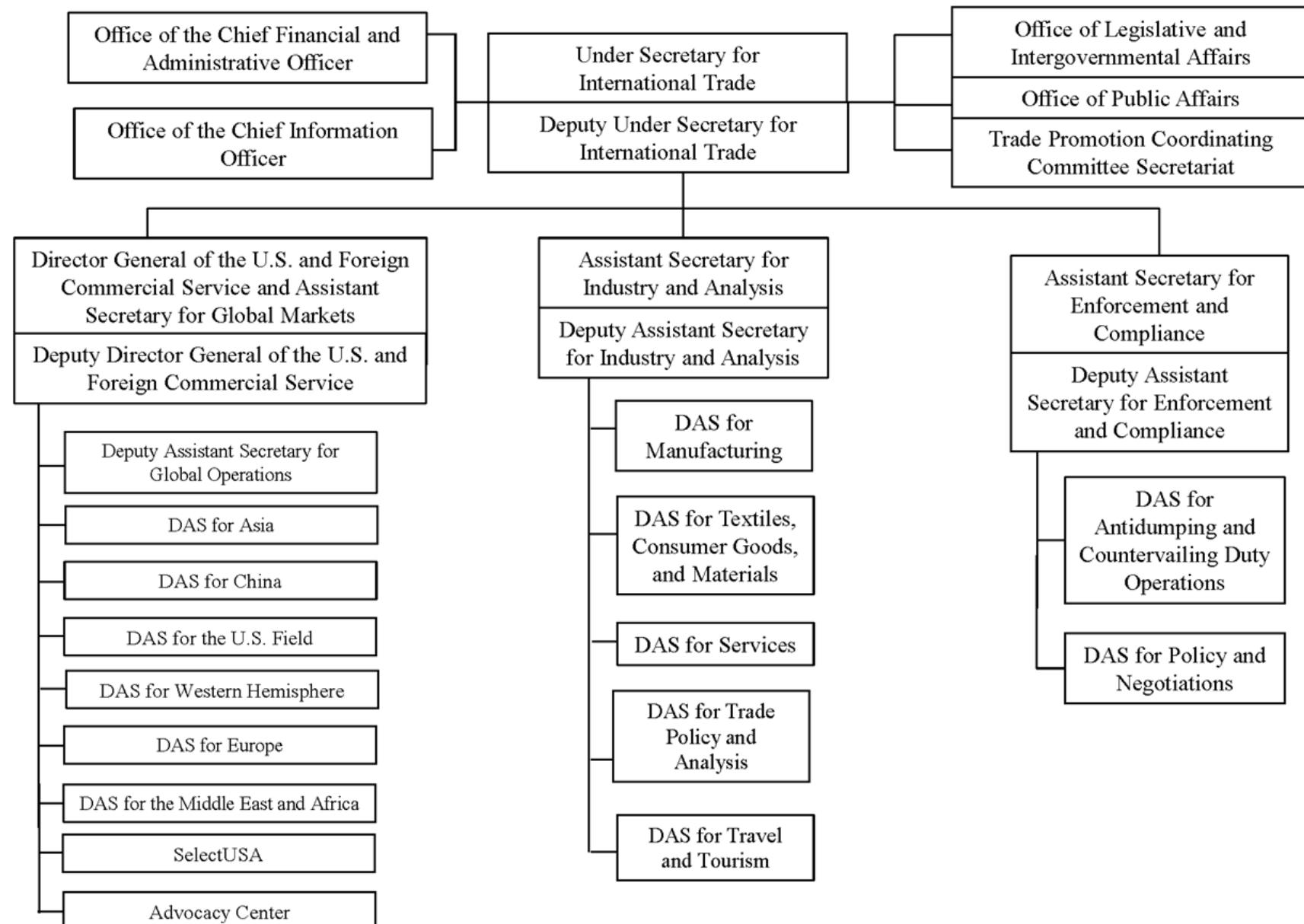
- **Announce and amplify awardees.** Programs that will finalize awards during winter 2024/2025, could be amplified and provide opportunities for leadership visits to communities. Previously, the White House has participated in the announcement of larger EDA awards. Programs finalizing awards in winter 2024/2025 may include the following, though this list could grow as timelines solidify:
 - FY23 Disaster Grants (assist communities recovering from natural disasters)
 - FY24 \$25 million GJC awards (industry-led workforce training partnerships)
- **Celebrate critical monitoring and support period for new grantees**
 - Recompete Phase 2 implementation awardees complete “first 100 days of award”

Agency Review Team Points of Contact

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International Trade Administration





International Trade Administration (ITA)

Mission

Create prosperity by strengthening the international competitiveness of U.S. industry, promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements.

Locations and Workforce Demographic Trends*

Overall Workforce: 1,456 federal employees

Headquarters: Washington, DC: 977 federal employees

Field Offices: Domestic (106 field offices outside of Washington DC) - 234 federal employees
International (127 locations) - 245 federal employees

*Based on current workforce data as of Q3 FY 2024, March 31, 2024. Does not include locally engaged staff.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
1,191	1,997	2,059	2,161	2,188

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$530.0	\$559.0	\$613.0	\$611.0	\$645.5

Principal Responsibilities

International trade is an essential component to U.S. and global economic recovery. ITA plays a critical role in helping U.S. companies identify business opportunities globally, overcome the challenges they face abroad, and address unfair foreign trade practices they face at home. ITA is central to building a more prosperous economy and one that ensures all U.S. companies, workers, and localities benefit from the opportunities of a global marketplace and are protected from unfair foreign trade practices. ITA is uniquely able to leverage its network of industry, regional, and issue experts and its global footprint to provide the full range of support to U.S. businesses, workers, and communities that enables them to compete and succeed. ITA's business units work together seamlessly to eliminate foreign trade barriers, ensure compliance with trade



laws and agreements, expand opportunities for U.S. exports, and promote foreign investment to the United States.

For FY 2025, ITA requests a budget of \$645.5 million and 2,278 positions to support its mission. This represents a total increase of \$32.5 million that will help facilitate U.S. exports, strengthen supply chain resiliency, and augment ITA's ability to combat unfair foreign trade practices. This includes:

- \$12 million program increase to support the resilience of supply chains that are critical to U.S. national security and economic competitiveness.
- \$4 million program increase to enhance staff in strategic Foreign Commercial Service (FCS) regions to support U.S. export competitiveness, achieve long-term resilience, counter unfair trade practices and economic coercion by the People's Republic of China, respond to challenges such as the tertiary effects of the further invasion of Ukraine, and counter strategic adversaries.
- \$5 million to fulfill new requirements related to Executive Order 14105, "Addressing United States Investments in Certain National Security Technologies and Products in Countries of Concern." This funding will enable ITA to gather and analyze information regarding certain outbound investments from the United States into critical sectors.

ITA is comprised of the following four business units working in tandem to execute its vision and mission:

Industry and Analysis (FY 24 Budget - \$86.4 million, 278 positions)

Industry and Analysis (I&A) provides the critical industry expertise to help U.S. industries compete abroad; strengthen global supply chains vital to U.S. national security and economic competitiveness; advance U.S. exports and support job creation; and analyze investments to protect U.S. national security. I&A strategies and applied analysis support \$170 billion in U.S. exports and inward investment and over 595,000 American jobs and influence policy decisions affecting trillions of dollars of economic activity.

Enforcement and Compliance (FY 24 Budget - \$124.7 million, 398 positions)

Enforcement and Compliance (E&C) takes prompt and proactive action against unfair foreign trade practices and foreign government-imposed trade barriers by enforcing U.S. trade laws, monitoring, and seeking compliance with existing trade agreements, and aiding in the negotiation of new trade agreements that address trade-impeding and trade-distorting practices.

Global Markets (FY 24 Budget - \$372.5 million, 1,366 positions)

Global Markets (GM) supports job creation in the United States and strengthens U.S. economic and national security by promoting U.S. exports, attracting inward investment, and ensuring market access and a level playing field in international trade for U.S. companies and industries.

Executive Direction and Administration (FY 24 Budget - \$27.4 million, 119 positions)

Executive Direction and Administration (ExAd) guides and supports both enforcement of and compliance with U.S. trade laws, U.S. trade and investment expansion, and industry and trade expertise to drive policy and rules for trade and investment to enable U.S. businesses to compete internationally. ExAd accomplishes this through executive leadership; strategic planning to



ensure efficient and effective allocation of resources; and the integration and coordination of policy and operations across ITA business units.

For more information about the specific initiatives in the FY 2025 International Trade Administration budget, please see ITA's budget summary at:

<https://www.commerce.gov/sites/default/files/2024-03/ITA-FY2025-Congressional-Budget-Submission.pdf>

Summary of Major Organizational Improvement Initiatives

ITA as a High Impact Service Provider (HISP): In FY 2024, the Office of Management and Budget designated ITA as a HISP due to its large customer base and high impact on those served by its programs. ITA is one of only 38 HISPs in the federal government. In FY 2023, ITA helped over 92,000 unique U.S. businesses (mostly small- to medium-size enterprises) and organizations access foreign markets and facilitated more than \$170 billion in U.S. exports, supporting over 595,000 jobs.

Establishment of Supply Chain Center (SCC): In 2023, ITA established a Supply Chain Center within its Industry & Analysis (I&A) unit, integrating its industry and data analytics expertise. The SCC has developed innovative supply chain risk assessment tools, coordinates deep-dive analyses on select critical supply chains, and drives targeted actions to increase resilience and address foreign dependency vulnerabilities.

ITA's Role in Outbound Investment: ITA's Industry & Analysis unit also plays an important role in the new Outbound Investment Security Program, which addresses a crucial gap in existing U.S. Government national security authorities to ensure that U.S. investment does not support China's Civil-Military fusion strategy. I&A leverages its understanding of financial markets, industries, and critical technologies to help shape the development and implementation of the Program.

Management of Antidumping (AD) and Countervailing duty (CVD) Unprecedented Caseload:

Caseload: In 2023, ITA's Enforcement and Compliance (E&C) unit developed a program to hire staff-level contractors to support AD/CVD case analysts and manage an unprecedented workload. The contractor program eases the burden for current E&C employees, while identifying, training, and preparing potential candidates to apply for and fill vacant positions in the years ahead.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

Strategic Partnerships

- **Government-to-Government Dialogues:** U.S.-India Strategic and Commercial Dialogue, U.S.-German Informal Commercial Exchange, U.S.-France Economic and Commercial Dialogue, U.S.-Norway Informal Commercial Exchange, U.S.-Sweden Informal Commercial Exchange, U.S.-Netherlands Economic Dialogue, U.S.-Poland Economic and Commercial Dialogue, U.S.-Brazil Commercial Dialogue, U.S.-Mexico High Level Economic Dialogue, U.S.-Canada Regulatory Cooperation Council, U.S.-Argentina Commercial Dialogue, North



American Steel Trade Committee, Bilateral Working Group on Digital Economy Issues with partners in Europe, Latin America, and Asia, U.S.-European Union Trade and Technology Council, Japan-U.S. Commercial and Industrial Partnership, Japan-U.S. Economic Policy Consultative Committee, U.S.-Singapore Partnership for Growth and Innovation

- **Government-to-Business Dialogues:** U.S.-India CEO Forum, U.S.-Brazil CEO Forum, U.S.-Brazil Defense Industry Dialogue, U.S.-Mexico Business Energy Council, World Wine Trade Group
- **ITA Strategic Partnership Program:** Cooperative arrangements between ITA and outside organizations (e.g., private corporations, trade associations, chambers of commerce, economic development organizations and educational institutions) to work together to advance ITA's mission.
- **Global Diversity Export Initiative Strategic Partnerships:** U.S. Commercial Service partnerships that enhance its ability to serve underserved communities and assist U.S. exporters develop new markets and expand internationally.
- **Multilateral Organizations:** Organization of Economic Development and Cooperation (OECD); Asia Pacific Economic Cooperation (APEC); World Trade Organization (WTO); G20 (tourism); World Health Organization (WHO); Codex Alimentarius

Key Stakeholders

- **Advisory Committees:** Industry Trade Advisory Committees (ITACs), President's Export Council (PEC), President's Advisory Council on Doing Business in Africa (PAC-DBIA), U.S. Investment Advisory Council (IAC), U.S. Travel and Tourism Advisory Board (TTAB), Advisory Committee on Supply Chain Competitiveness (ACSCC), Environmental Technologies Trade Advisory Committee (ETAC), Civil Nuclear Trade Advisory Committee (CINTAC), Renewable Energy and Energy Efficiency Advisory Committee (REEAC)
- District Export Councils (DECs)
- Trade associations and business groups (e.g., Committee to Support U.S. Trade Laws, U.S. Chamber of Commerce, Customs and International Trade Bar Association; industry-specific associations)
- Regional and country-specific trade associations (e.g., U.S.-India Business Council, American Chambers of Commerce in regions, U.S.-Saudi Business Council)
- State/Local: State International Development Organizations, Economic Development Organizations, National Governors Association, Destination Management Organizations
- Investment-related organizations: International Economic Development Council, Organization for International Investment

Interagency Groups:

- White House Council on Supply Chain Resilience
- Trade Policy Review Group (TPRG)/Trade Policy Staff Committee (TPSC) and Subcommittees
- Trade Promotion Coordinating Committee (TPCC) and member agencies
- Committee on Foreign Investment in the United States (CFIUS)
- Defense Advocacy Working Group
- Interagency Investment Working Group
- Tourism Policy Council
- U.S. Customs and Border Protection's Border Interagency Executive Council (BIEC)



- Export-Import (EXIM) Bank Board: The Secretary is an ex officio, non-voting member of EXIM's Board of Directors, with representation at Board meetings delegated to ITA
- Development Finance Corporation Board
- Federal Consortium on Advanced Batteries

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- The new Congress will be sworn in the first week of January, and it will take them a few weeks to organize. In the first 100 days, the Office of Legislative and Intergovernmental Affairs (OLIA) should do outreach to members of key oversight committees (Senate Finance, House Ways and Means, Senate Commerce, House Energy and Commerce, Senate Banking, House Foreign Affairs, Senate Foreign Relations) to provide them a background on what ITA does.
- As the White House announces ITA's Presidential appointed, Senate-confirmed (PAS) nominees (Under Secretary for International Trade; Assistant Secretary for Global Markets and Director General of the U.S. and Foreign Commercial Service; Assistant Secretary for Industry and Analysis; and Assistant Secretary for Enforcement and Compliance), ITA OLIA is responsible for moving the nominee through the confirmation process.
- If fully extended, the final AD/CVD determinations for solar cells from Cambodia, Malaysia, Thailand, and Vietnam will be announced on April 14, 2025. These are separate proceedings from Commerce's 2022 solar circumvention inquiry and June 2022 Presidential Proclamation.
- Committee on Foreign Investment in the United States (CFIUS) cases have fixed timelines, which may occur in the first 100 days.

Awaiting Decisions (first 100 days from 1/20/25)

- If extended, preliminary determinations in AD investigations of top mount refrigerators/freezers from Thailand, brake drums from China and Türkiye, low speed personal transportation vehicles from China, epoxy resins from China, India, Korea, Taiwan, and Thailand, and Tungsten shot from China.
- Preliminary determinations in the AD/CVD administrative reviews of common alloy aluminum sheet from Bahrain, Brazil, Croatia, Egypt, Germany, India, Indonesia, Italy, Oman, Romania, Serbia, Slovenia, South Africa, Spain, Taiwan, and Turkey and wooden cabinets and vanities and components thereof from China.
- Preliminary determination in the CVD changed circumstance review of softwood lumber from Canada.
- Committee on Foreign Investment in the United States (CFIUS) cases have fixed timelines, which may occur in the first 100 days.

Quick Wins (first 100 days from 1/20/25)

None at this time.

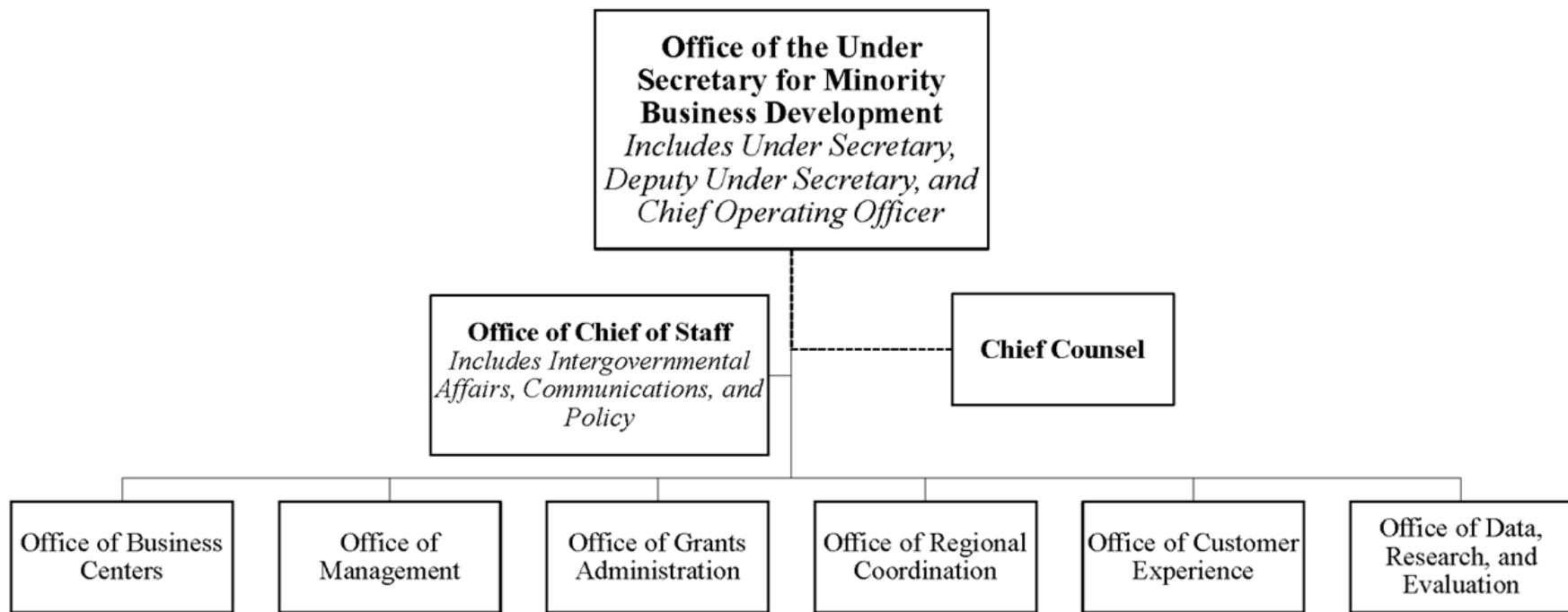


Agency Review Team Points of Contact

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Minority Business Development Agency





Minority Business Development Agency (MBDA)

Mission

To promote the growth and global competitiveness of Minority Business Enterprises (MBE) in order to unlock the country's full economic potential.

Locations and Workforce Demographic Trends

Headquarters: Washington DC, 50 federal employees as of August 30, 2024.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
38	34	50	76	76

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$48	\$48	\$69.02	\$68.25	\$80

Principal Responsibilities

The Minority Business Development Agency (MBDA) released its FY 2025 President's budget request on March 11, 2024, the Administration's scheduled President's budget release date. The request continues to position MBDA as the Nation's premier office for growth and competitiveness of minority business enterprises. MBDA's FY 2025 request includes \$80 million to continue targeted investments to support the implementation of MBDA's mission:

The Office of the Under Secretary (2 FTE) is responsible for the Agency's policy development, planning, resource management, and program evaluation under the Act, which includes; Existing initiatives for Market Development, Research, and Information (§§ 9511 – 9513), Business Center Program (§§ 9521 – 9526), Initiatives to Promote Economic Resilience for Minority Businesses (§§ 9541 – 9543), Rural Minority Business Center Program (§§ 9551 – 9554), Minority Business Development Grants (§ 9561). Minority Business Enterprises MBE Advisory Council (§§ 9571 – 9573), Federal Coordination of Minority Business Programs (§§ 9581 – 9582), and Administrative Powers and other provisions (§§ 9591 – 9598).



The Deputy Under Secretary (1 FTE)

The Deputy Under Secretary is a key advisor to the Under Secretary on all program, policy, and management issues, and is responsible for ensuring staff work and resources – both human and financial – are properly arranged to ensure timely and effective implementation of the Under Secretary's objectives and policies.

Office of the Chief Counsel

The Chief Counsel is the principal legal advisor to the Under Secretary. The role of the Chief Counsel is to provide legal and strategic advice to MBDA with respect to the Agency's statutory responsibilities, and programs. Additionally, the Office advises MBDA on constitutional, administrative law, and legislative matters potentially affecting the minority business enterprise (MBE) community and MBDA programs. The Office of the Chief Counsel for MBDA is not organizationally part of MBDA. Rather, it is within the Department's Office of the General Counsel, and the MBDA Chief Counsel reports to the General Counsel.

The Chief of Staff (15 FTE)

The Chief of Staff (CoS) is a key advisor to the Under Secretary and oversees the daily operations of the Office of the Under Secretary. The Office of the CoS provides oversight of the Agency's Intergovernmental Affairs, Communications and Policy activities.

Office of Public Affairs (4 FTE)

The Office of Public Affairs (OPA) coordinates all communications to facilitate a positive public persona across multimedia platforms, press/media, and public engagements. OPA helps increase the awareness of MBDA services and programs, distributes the Agency's latest news and announcements, and facilitates "one voice" messaging. The Office establishes and maintains effective relationships with media outlets to ensure coverage of MBDA major announcements, program accomplishments, and other news generated by the Agency's network of MBDA Business Centers. The Office also manages web and digital compliance in accordance with federal guidelines (508 compliance, etc.) and provides oversight of logo, name use, and media engagement across all grant programs.

Office of Strategy and Legislative Affairs (FTE 2)

The Office of Strategy and Legislative Affairs (OSLA) advances MBDA's legislative priorities and policies with the goal of promoting the growth and sustainability of America's minority business enterprises. OSLA monitors and analyzes relevant federal, state, and local legislation, and provides recommendations on policy changes that could benefit minority entrepreneurs. It maintains relationships with key stakeholders, including lawmakers, government agencies, and industry groups, to ensure that the interests of minority businesses are represented in policy discussions. OSLA also prepares briefings, reports, and testimony for congressional hearings and public events to articulate MBDA's priorities. The team develops strategies to influence legislation and regulations, ensuring equitable access to resources, capital, and contracts for minority businesses. Furthermore, OSLA supports efforts to secure federal funding for minority business programs and initiatives.

**Office of the Executive Secretariat (FTE 2)**

Office of the Executive Secretariat (ExecSec) manages the official correspondence of the Office of the Under Secretary (OUS), maintaining the official records, and assisting the OUS with special projects.

The Chief Operating Officer (13 FTE)

The Chief Operating Officer (COO) oversees the day-to-day operations of the Agency. The COO is a key advisor to the Under Secretary and administers critical statutory activities, including the Government Performance and Results Act and Modernization Act of 2010, and the Program Management Improvement Accountability Act. The following components operate under the direct purview of the COO.

Office of Business Centers (11 FTE)

The Office of Business Centers is required by the MBD Act (15 USC Section 9502(d)). The Office is responsible for coordinating Agency-wide efforts to ensure the network of Business Centers delivers value-added technical services and business development services to the millions of MBEs. The Office fulfills key responsibilities outlined throughout the Act related to the MBDA Business Center Program. Additionally, the Office directs, in coordination with Agency and DOC offices, Business Centers' engagement with the Office of the Inspector General and the Government Accountability Office.

Office of Grants Administration (2 FTE)

The Office of Grants Administration will coordinate with the Department's grants servicing bureau to serve as the designated office required by the Act (Section 9561(c)(1)) to make and administer grants. This Office will liaison with the Department's grants servicing bureau and oversee the Agency's programmatic grants-making activities as specified throughout the Act, including those outlined in Section 9561(i). The Office will coordinate with relevant DOC offices to facilitate the Agency's compliance with relevant federal laws, rules, and regulations, including the Federal Grant and Cooperative Agreement Act, Federal Financial Assistance Management Improvement Act, Part 200 of Title 2 of the Code of Federal Regulations, and Executive Order 13576, Delivering an Efficient, Effective and Accountable Government.

Office of Regional Coordination (0 FTE)

The Office of Regional Coordination is the designated office that will oversee regional offices established in Offices of the Agency (Section 9502(e)). The Office will facilitate coordination among the Agency's regional offices, and through partnership with Regional Directors, will ensure that all regions: enable the Agency to expand its services to those businesses that take advantage of those services; enable the Federal Government to understand the needs of and address the needs of those business located throughout a designated region; partner with regional resource and lending organizations; advise federal, state, and local procurement offices of opportunities to support minority businesses in the regions; and partner with relevant federal, state, and local entities to promote business continuity and preparedness for minority businesses.



Office of Customer Experience (3 FTE)

The Office of Customer Experience will lead Agency-wide efforts to improve the experiences of those minority businesses that rely on the Agency's services. The Office will help Agency offices create better services, tools, approaches, and methods that result in minority businesses receiving quality and timely support through the Agency's services. In addition to prioritizing efforts to improve the experience for minority businesses, the Office will oversee Agency-wide efforts to fulfill requirements of several federal laws, rules, and regulations, including the Federal Agency Customer Experience Act of 2021, OMB Circular A-11, Section 280, Managing Customer Experience and Improving Service Delivery, the 21st Century Integrated Digital Experience Act, and Executive Order 14058, Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

Office of Data, Research, and Evaluation (4 FTE)

The Office of Data, Research, and Evaluation will lead the Agency's efforts to foster data-sharing relationships across federal, state, local, tribal, private sector, and academia organizations to deliver data-driven recommendations to support minority businesses. The Office will oversee national-level analyses and make recommendations on matters that demand high degree of skill, insight, and originality in developing a wide-range of studies, including economics, as well as a knowledge of the laws applicable to economic situations. The Office is also the designated office that will oversee responsibilities outlined in Section 9513, including the Information Clearinghouse required by the Act. Additionally, the Office will coordinate the Agency's compliance with relevant federal laws, rules, and regulations, including the Foundations for Evidence-Based Policymaking Act of 2018, Information Quality Act, and OMB Circular A-130 (Managing Information as a Strategic Resource).

Office of Management (8 FTE)

The Office of Management includes the Agency's Chief Financial Officer (CFO). The Office oversees those mission support activities that enable the Agency's operations. Additionally, the Office coordinates the Agency's compliance with relevant federal laws, rules, and regulations, including the Chief Financial Officer Act of 1990, Program Management Improvement Accountability Act, Money and Finance (Title 31 of the U.S. Code), and Office of Management and Budget (OMB) Circular A-11 (Preparation, Submission, and Execution of the Budget).

Strategic Partnerships, Key Stakeholders, and Interagency Groups

To promote understanding and support of MBDA's initiatives, the Bureau works closely with partners within and outside of government.

Minority Business Enterprise Advisory Council

The Minority Business Enterprise Advisory Council's purpose is to provide advice to the Under Secretary of Minority Business Development by serving as a source of knowledge and information on developments in areas of the economic and social life of the United States that affect socially or economically disadvantaged business concerns; providing the Under Secretary



with information regarding plans, programs, and activities in the public and private sectors that relate to socially or economically disadvantaged business concerns; and advising the Under Secretary regarding any measures to better achieve the objectives of MBDA.

Chambers of Commerce, Business and Trade Associations: MBDA actively forges alliances with these associations, particularly those that provide access to our target constituency such as the U.S. Black Chamber of Commerce, the U.S. Hispanic Chamber of Commerce, Asian/Pacific Islander American Chamber of Commerce and Entrepreneurship, U.S. Pan Asian American Chamber of Commerce, National Center for American Indian Enterprise Development, National Bankers Association, National-Veteran Owned Business Association, and the National Minority Supplier Development Council. (A more comprehensive listing can be provided.)

Federal Agencies: Collaboration with federal agencies is paramount to the Agency's ability to provide access to contracting and capital opportunities, leveraging government-wide business development resources/tools, and to reducing programmatic or regulatory barriers to business success. Key partnerships at the federal level for MBDA include Department of Treasury, Department of Energy, Export-Import Bank, Federal Laboratory Consortium (FLC), and the U.S. Small Business Administration. Within the Department of Commerce, key bureaus for collaboration are the Economic Development Administration, International Trade Administration, National Oceanic and Atmospheric Administration, the United States Patent and Trademark Office, and the National Institute of Standards and Technology.

Corporate and Financial Entities: Business relationships with national and multinational entities are equally important to ensuring MBDA clients can access capital and contracts, spurring job creation and economic strength at home and abroad. A sampling of key alliances includes Boeing, IBM, The Coca-Cola Company, Amazon Business Service, National Association of Investment Companies, Pro-Mexico, and the Corporate Council on Africa, to name a few.

Minority Enterprise Development Week (MED Week): MED Week was initiated by Presidential Proclamation in 1983 and is a national program that recognizes the achievements of outstanding Minority Business Entrepreneurs and advocates across the country. Each year, MBDA convenes thousands of businesses, including MBEs, from across the country to connect with public and private sector buyers, explore avenues for business expansion, and develop thriving partnerships with firms in every industry sector. The conference includes the MED Week Awards program, the highest level of national recognition that a U.S. MBE can receive from the U.S. Department of Commerce. These prestigious awards celebrate the outstanding achievements of MBEs and entrepreneurs, as well as the individuals and organizations that have demonstrated their commitment to advancing the growth and competitiveness of MBEs.

MED Week has evolved to become one of the most important meeting places for MBEs, corporations, and government agencies. The goal of the annual conference is to offer a venue for MBEs to access information, tools, and resources to grow and gain public recognition for their achievements and economic contributions.



Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- None at this time.

Awaiting Decisions (first 100 days from 1/20/25)

- None at this time.

Quick Wins (first 100 days from 1/20/25)

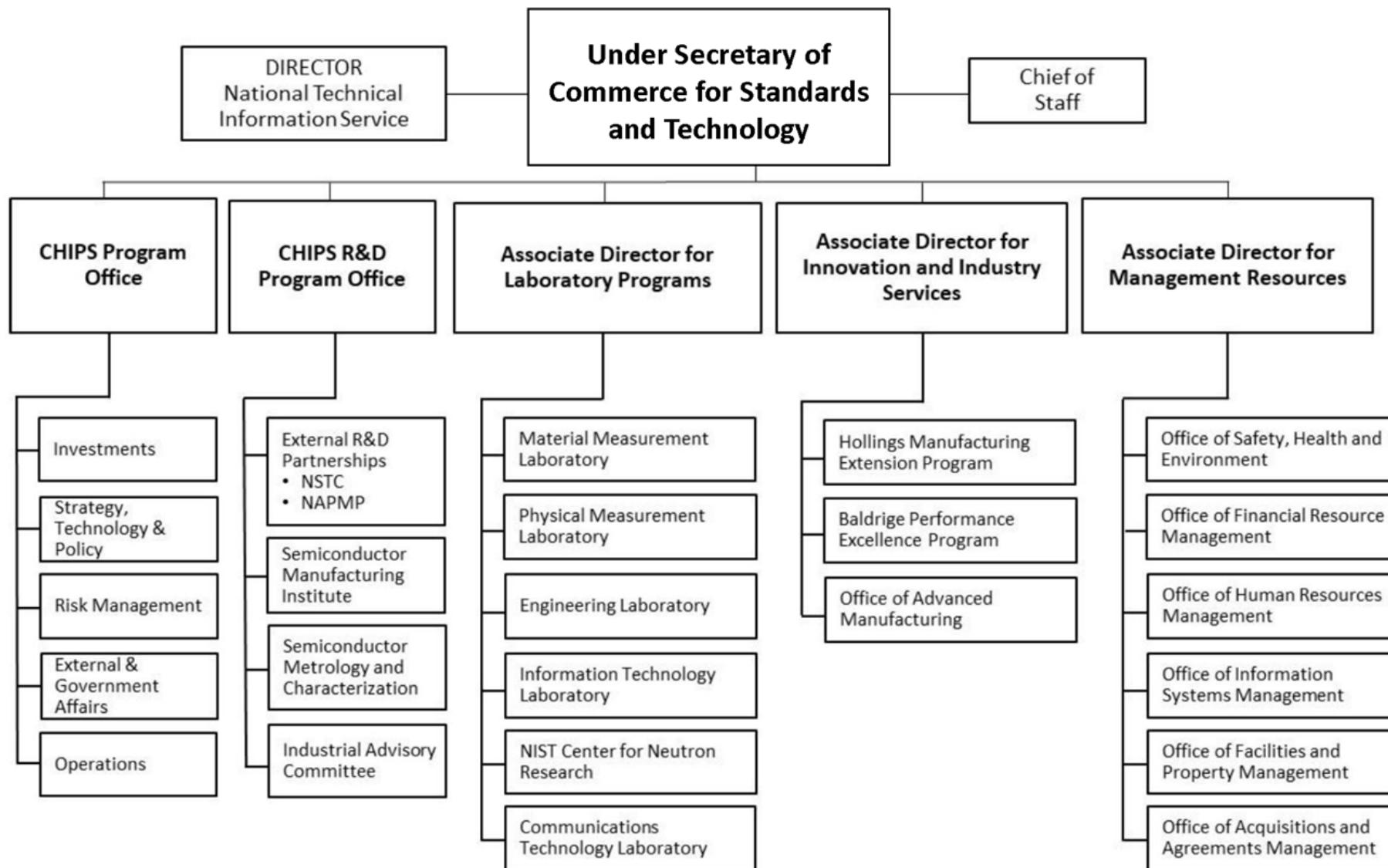
- Conduct competitions for new grant programs directed to serve Rural MBEs and tribal communities.
- Fulfillment of SEC. 100203 (Educational Development Relating to Management and Entrepreneurship) of the Minority Business Development Act through the implementation of the Parren J. Mitchell Entrepreneurship Education Grant program.

Agency Review Team Points of Contact

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National Institute of Standards and Technology





National Institute of Standards and Technology (NIST)

Mission

NIST is the only Federal laboratory entirely focused on driving U.S. innovation and industrial competitiveness, stemming directly from the U.S. Constitution's foundational principle to set the standard of weights and measures. This objective is achieved by performing the most advanced measurement research in the world, engaging in development of international standards, and utilizing a deep and reliable relationship with U.S. industry. The work of NIST advances trust in measurement and technology in service to the Nation.

Locations and Workforce Demographic Trends

Overall Workforce: 3,862 federal employees and ~4,160 associates and facilities users

Headquarters/Main Campus: Gaithersburg, MD; 2,586 federal employees

Additional Major Campuses: 3 main campuses outside of Gaithersburg, MD; 1,276 federal employees located in Boulder, CO, Rockville, MD, and Charleston, SC.

Historical Total Staffing Levels (Positions)¹

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
3,526	3,546	3,769	3,720	3,816

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$1,034.5	\$1,230.1	\$1,627.3	\$1,460.0	\$1,498.5

Principal Responsibilities

As the premier National Metrology Institute (NMI) in the world, NIST helps U.S. industry compete and thrive in the global economy, fueling the innovation economy through investments in critical and emerging technologies, and revitalizing U.S. manufacturing across sectors and in all states. NIST released its FY 2025 President's budget request, totaling \$1.5 billion, on March 11, 2024, the Administration's scheduled President's budget release date.

¹ Total includes positions funded by annual appropriations and through the working capital fund. Total does not include positions funded through multi-year CHIPS and Science Act appropriations. Total onboard headcount will be higher.



Of note, NIST's FY 2025 budget includes a 2.6% increase from the FY 2024 enacted level to position NIST to address priorities in meeting the national need for AI research, testing and standards; advancing quantum information science and technology readiness; and taking the first steps toward addressing NIST's maintenance backlogs and facilities revitalization.

This budget continues critical investments in NIST's:

Scientific and Technical Research and Services (\$1.08 billion in FY 2024)

When NIST's science and technology programs are successful, the Nation is positioned to lead in critical and emerging technologies on the global stage. Key NIST efforts address the following focus areas:

- *Measurement Services*: As the NMI for the United States, NIST works to ensure the accuracy and acceptability of measurements across all sectors of our economy, ultimately facilitating trade and promoting innovation. NIST verifies, among many measures, the quantity of gasoline, the strength of steel, and the precision of timekeeping, with the latter ensuring that financial transactions, like synchronized stock market exchanges, occur seamlessly and securely.
- *Documentary Standards*: NIST is a key player in working through standards development organizations domestically and internationally to help develop the standards that keep the Nation safe and economically competitive, effectively writing the rules for international trade for everything from technology to consumer goods.
- *Artificial Intelligence (AI)*: NIST contributes to research, standards, and global cooperation to develop and advance safe and responsible AI that will enable American innovation, enhance economic security, and improve our quality of life.
- *Biotechnology & Biomanufacturing*: NIST conducts research and development, engages with standards bodies, and advances biological measurements to promote and protect the U.S. bioeconomy.
- *Cybersecurity & Privacy*: NIST develops cybersecurity standards, guidelines, and best practices to meet the near- and long-term needs of U.S. industry, federal agencies, and the broader public.
- *Advanced Communications*: NIST carries out measurement and testing to ensure U.S. industry is positioned globally to meet the rising market demand for broadband technologies, including 5G and 6G wireless.
- *Advanced Energy Technology*: NIST develops the testing, measurements, and reference materials needed to ensure the quality of energy-related products, including developing sensors that are actively used in NASA satellites.
- *Quantum Information Science*: NIST performs research to support scaling of quantum systems, engages in standardization, and develops quantum-resistant cryptography standards.
- *Resilience*: NIST's resilience research focuses on the impact of hazards on buildings and communities and on post-disaster studies to help improve standards, codes, and practices for buildings and infrastructure systems.
- *Innovation and Competitiveness*: NIST provides general oversight of federal technology transfer activities and recognizes the performance, resilience, and long-term success of U.S. businesses and other organizations.



Construction of Research Facilities (\$168 million in FY 2024)

Without significant investment in world-class research and development facilities, NIST — and more importantly, the Nation — will be unable to compete with our adversaries in areas from AI to quantum science and beyond. To support this mission, NIST construction activities include maintenance, repairs, improvements, and major renovations of NIST facilities with the intent to meet current and future advancements in measurement science, standards, and critical emerging technologies to promote innovation and industrial competitiveness.

Industrial Technology Services (\$212 million in FY 2024)

NIST's Hollings Manufacturing Extension Partnership (MEP) and Manufacturing USA are unique public-private programs that increase the competitiveness of U.S. manufacturers. MEP provides U.S. small- and medium-sized manufacturers with access to industry experts, resources, and technology through manufacturing centers in every state and Puerto Rico. Manufacturing USA is a network of advanced manufacturing institutes intended to bridge the gap from discovery to production and help ensure that U.S. inventions move beyond laboratories to become products manufactured by workers in the United States.

For more information about the specific initiatives in the FY 2025 NIST budget, please see our budget summary at: <https://www.nist.gov/congressional-and-legislative-affairs/nist-appropriations-summary/fy-2025-presidential-budget>.

In above base programs, the CHIPS and Science Act of 2022 provides the Department of Commerce with \$50 billion to implement:

CHIPS for America

CHIPS for America is a suite of programs intended to strengthen and revitalize the U.S. position in semiconductor research, development, and manufacturing—while also investing in American workers. CHIPS for America encompasses two offices responsible for implementing the law:

- *CHIPS Research & Development Office (CRDO)*: The CRDO is investing \$11 billion into developing a robust domestic R&D ecosystem. In FY 2024, CRDO was allocated \$5 billion.
- *CHIPS Program Office*: The CHIPS Program Office is dedicating \$39 billion to provide incentives for investment in facilities and equipment in the United States. In FY 2024, the CHIPS Program Office was allocated \$5 billion.

Summary of Major Organizational Improvement Initiatives

NIST Facilities Modernization: NIST facilities are in critical need of updates and maintenance to meet needs in emerging technologies and provide a safe working environment for staff. NIST continues to prioritize facilities modernization, executing against campus modernization master plans for both the Gaithersburg and Boulder campuses. In 2023, NIST completed a 5-year renovation project at the Boulder campus, providing 16 modern labs, new workspaces, and indoor and outdoor collaboration spaces.

Leveraging AI and Data to Modernize NIST's Internal Business Operations: To harness the power of operational data and AI for responsible and impactful enterprise solutions, NIST is



collaborating with other Federal agencies and industry partners, creating an AI innovation hub to share implementation best practices, and working on over 20 AI pilot projects covering a broad range of internal enterprise-wide use cases. NIST is also deploying an enterprise data lake and intuitive visualization tools to broaden our ability to leverage AI internally and to provide management with real-time analytical insight into all facets of NIST's enterprise operations.

Continuous Leadership Development: NIST has extensive training programs to equip new supervisors with the tools necessarily to be effective, but historically has not provided coordinated resources for more seasoned leaders who are advancing to senior leadership roles. In addition to continued investment in our existing programs, NIST is exploring broader senior executive development opportunities to grow our leadership depth for today and the future.

Institutional Capacity for New Initiatives and Above Base Programs: NIST has been tasked with supporting multiple novel initiatives over the past three years, including administering NTIA broadband grants, CHIPS for America, and the U.S. AI Safety Institute, necessitating an accelerated startup environment due to their importance to U.S. economic and national security. NIST is developing an institutional playbook to capture lessons learned to ensure NIST is well positioned for future initiatives and activities.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

NIST, as the NMI of the United States, works internationally to establish, maintain, and disseminate national measurement standards tied to the International System of Units (SI) that forms the backbone of our global system of weights and measures. NIST engages in strategic partnerships with stakeholders to gain insight into the technical landscape and measurement needs, and to conduct collaborative work to deliver needed measurement solutions. For example, NIST is pivotal in ensuring the accuracy of measurements used by the U.S. Armed Forces. By developing and maintaining national measurement standards, providing calibration services, conducting joint research, and transferring measurement technologies, NIST collaborates closely with our military to enhance their capabilities and operational effectiveness.

NIST convenes stakeholders across sectors to address technology challenges through research consortia, including the Genome Editing Consortium with over 50 members, the Artificial Intelligence Safety Institute Consortium with over 280 members, and the Quantum Economic Development Consortium with over 250 members. Additionally, NIST serves as the Host Agency to the Federal Laboratory Consortium, an organization chartered by the Federal Technology Transfer Act of 1986 to strengthen and promote federal technology transfer nationwide.

NIST also engages in several strategic partnerships to support the semiconductor R&D and manufacturing ecosystem. Operated by Natcast, a purpose built non-profit, the National Semiconductor Technology Center (NSTC) will bring together government, industry, customers, suppliers, educational institutions, entrepreneurs, and investors to accelerate the pace of new innovations from idea to marketplace. The CRDO and the U.S. National Science Foundation (NSF) signed a memorandum of understanding to jointly invest in a new initiative to train the future semiconductor workforce at all levels for myriad job types across industry and the nation,



and to build the National Network for Microelectronics Education, starting with jointly providing funding over the next five years to establish and fund the network's coordination hub.

The National Academies of Sciences, Engineering, and Medicine is launching a series of workshops on Manufacturing USA to recommend opportunities to strengthen program design for the next ten years.

To promote understanding and support of NIST's budget initiatives, the NIST Budget Office works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- National Semiconductor Technology Center/National Advanced Packaging Manufacturing Program Facility Updates: Negotiations on federally funded facilities will continue through 2025. Congressional or media inquiries and interest will persist regarding the multi-billion-dollar investment to understand additional plans and timing for final decisions and operational timelines.
- National Vulnerability Database (NVD): NIST's NVD, a repository of information on technology vulnerabilities that can compromise computer security, faced a growing backlog of vulnerability submissions in 2024. NIST is working to return to normal processing and providing the public with regular updates on progress.
- MEP and CHIPS and Science Act Implementation: The CHIPS and Science Act directs the MEP to develop a National Supply Chain Database. MEP has engaged with the MEP National Network via the MEP Supply Chain Optimization and Intelligence Network to determine an optimal and cost-effective solution to meet this requirement. MEP requires additional appropriations to implement the provision.
- March-in Rights: In December 2023, NIST issued an RFI on a Draft Interagency Guidance Framework for Considering the Exercise of March-In Rights under the Bayh-Dole Act. NIST received over 51,000 comments, many of which focused on the inclusion of price as a factor.

Awaiting Decisions (first 100 days from 1/20/25)

- None at this time.

Quick Wins (first 100 days from 1/20/25)

- Full applications for the Manufacturing USA institute competition on AI for resilient manufacturing are due on January 23, 2025, with an award announcement for up to \$70 million tentatively expected in Spring 2025.
- The CRDO anticipates that the Advanced Packaging Manufacturing Program (NAPMP) will execute final awards for likely 3 awards for up to \$100 million for materials and substrates innovations.
- The CRDO anticipates awarding up to \$100 million focusing on research and development activities that will enable the long-term viability of domestic semiconductor manufacturing



by accelerating the discovery and deployment of new materials and processes and development of new researchers in Spring 2025.

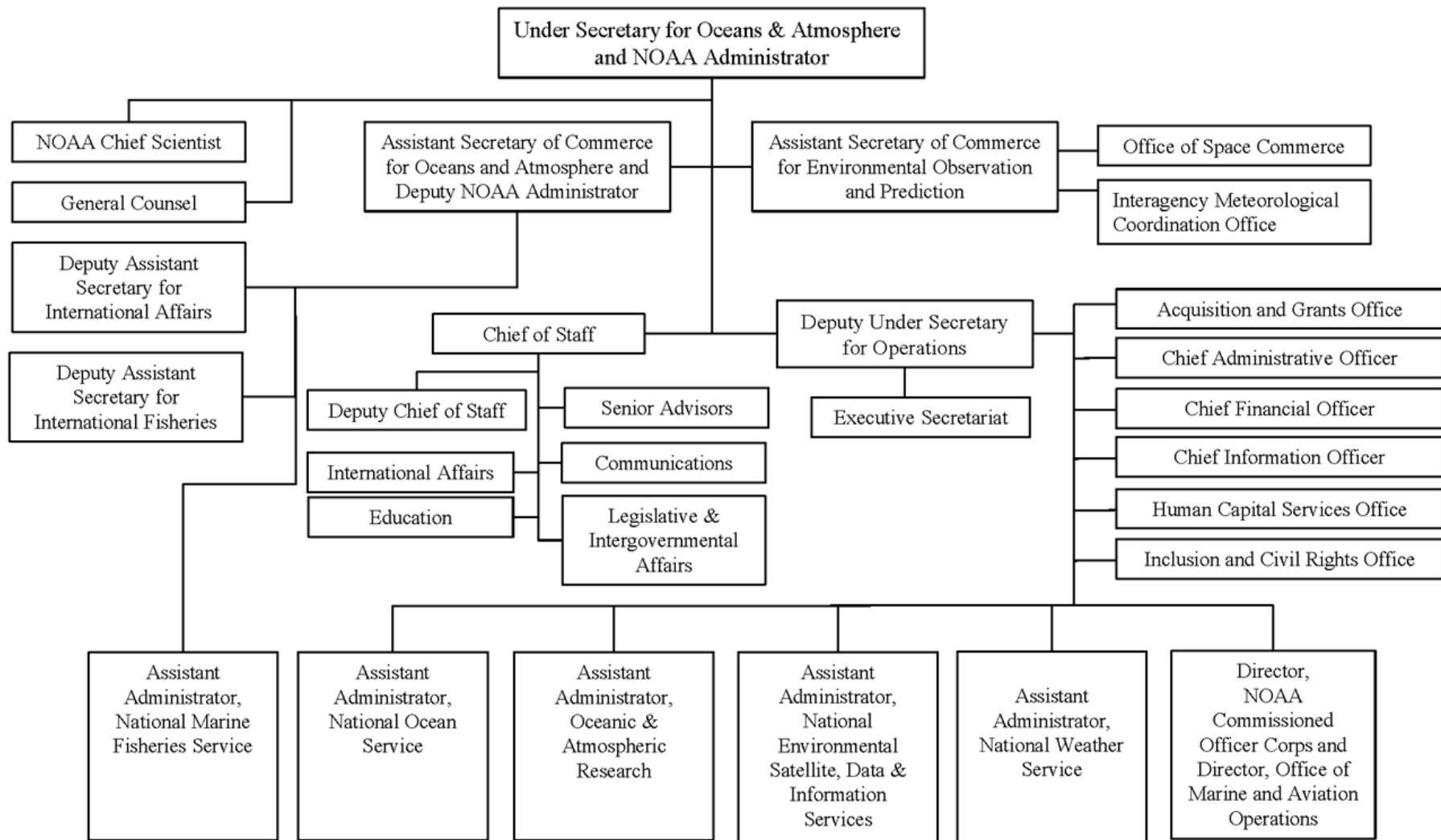
- The CRDO anticipates inviting to full applications proposals across 5 investment areas for up to \$1.6 billion from which the NAPMP will down select.
- The CRDO anticipates issuing a second Small Business Innovation Research (SBIR) Notice of Funding Opportunity to seek applications from eligible U.S. small businesses to explore the technical merit or feasibility of an innovative idea or technology with the aim of developing a viable product or service that will be introduced to the commercial microelectronics marketplace in Spring 2025.
- The CRDO intends to announce one or more open competitions to incubate and accelerate the development and deployment of semiconductor industry standards, and to create an alliance of relevant semiconductor standards setting organizations and industry groups in Fall/Winter 2024, to be awarded in the beginning of Spring/Summer 2025.
- The Baldrige Performance Excellence Program will host the 36th Quest for Excellence Conference from 3/30/25 - 4/2/25 in Baltimore, MD, featuring 2024 award recipients.
- NIST expects to release updated guidance in the first quarter of calendar year 2025 on a wide range of methods people use to prove their identity, from digital wallets to physical IDs, to ensure security, privacy and accessibility in accessing government services.

Agency Review Team Points of Contact

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National Oceanic & Atmospheric Administration



Differences from effective DDO 25-5 dated 5/4/15

1. Includes updated sub-divisions under the Deputy Under Secretary for Operations
2. Includes the Deputy Chief of Staff (under the Chief of Staff)
3. Includes the Executive Secretariat (under the Deputy Under Secretary for Operations)
4. Includes the Deputy Assistant for International Affairs (under the Assistant Secretary of Commerce for Oceans and Atmosphere and Deputy NOAA Administrator)
5. Includes the Office of Space Commerce and Interagency Meteorological Coordination Office (previously the Federal Coordinator for Meteorology) under the Assistant Secretary of Commerce for Environmental Observation and Prediction
6. Includes the Under Secretary Senior Advisors (under the Chief of Staff)



National Oceanic and Atmospheric Administration (NOAA) Headquarters

Mission

To understand and predict changes in climate, weather, oceans, and coasts, to share that knowledge and information with others, and to conserve and manage coastal and marine ecosystems and resources. Dedicated to the understanding and stewardship of the environment.

Locations and Workforce Demographic Trends

NOAA has a [broad and diverse geographic footprint](#) with over 700 buildings throughout the entirety of the United States and territories. *Please see inputs provided by NOAA Line and Mission Support Offices.*¹

Historical Total Staffing Levels (Positions)*

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
11,558	11,641	11,666	13,058	13,167

*Includes staffing from direct discretionary annual sources

Budget Trend – Appropriations (\$ in Millions)**

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$5,439.8	\$5,897.2	\$6,373.1	\$6,336.2	\$6,561.0

**Does not include negative fisheries receipts

¹ *Locations and Workforce Demographic Trends in LO and Mission Support Fact sheets represent staff that belong to the associated organization, while the figures in the Historical Total Staffing Levels table represent positions funded through each organization's direct discretionary appropriations as reflected in the Budget Trend - Appropriations table.

**Budget Trend – BIL/IRA Supplemental Appropriations (\$ in Millions)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
Disaster	None	\$345.0	\$676.7	None	None
IRA	None	\$3,310.0	None	None	None
BIL*	None	\$771.7	\$550.0	\$550.0	\$550.0

*NOAA received advanced appropriations from BIL from FY22-FY26. An additional \$541.4 million will become available in FY26.

Principal Responsibilities

NOAA released its FY 2025 President's budget request on March 11, 2024, the Administration's scheduled President's budget release date. The \$6.6B request continues to position NOAA as the Nation's premier environmental intelligence agency. The FY 2025 budget builds on investments in the Inflation Reduction Act and Bipartisan Infrastructure Law for Climate-Ready Coasts, climate data and services, and fisheries and protected resources. NOAA's FY 2025 request includes **\$842.8** million to continue targeted investments to:

- ***Expand NOAA's Climate Products and Services to Build a climate-ready nation*** - In FY 2025, NOAA requests an additional \$155.5 million to support observational infrastructure, decision support tools, service delivery, and conservation. NOAA will provide actionable environmental information that is the basis of smart policy and decision-making, especially around initial risk and focus areas including wildfires, floods, drought, extreme heat, coasts, marine resources, and mitigation.
- ***Provide Science and Data to Inform Economic Development*** - In FY 2025, NOAA requests an additional \$55.1 million in support of the expansion of offshore wind energy, salmon populations of the Columbia River basin and beyond, and improvements in our tsunami and space regulatory infrastructure. NOAA will continue to foster environmental stewardship and optimize advances in science and technology to create value-added, data-driven sustainable and equitable economic development, with a particular focus on the New Blue Economy. These investments will also support jobs and a climate-ready action by making our infrastructure more resilient, and by advancing U.S. leadership in research and development of critical technologies, climate science, and innovation.
- ***Equity and Workforce*** - In FY 2025, NOAA will maintain current efforts to integrate equity across the organization by improving capabilities and knowledge sharing and honing product development and service delivery in tribal and underserved communities.
- ***Satellites*** - NOAA's FY 2025 request includes an increase of \$605.7 million towards NOAA's observational infrastructure underscoring NOAA's commitment to providing crucial, time-sensitive, and cost-effective investments to ensure that the Nation's next-generation satellite



systems expand the delivery of essential climate, weather, atmospheric, and oceanographic information to meet the evolving needs of the American public. As our weather and climate become increasingly complex, NOAA's satellite observations are critical to the security, safety, and prosperity of the Nation. NOAA will continue investments in future geostationary, low Earth orbit, and space weather observations to ensure continuity of critical data from legacy systems, while providing significant improvements in data and products.

- **Facilities** - NOAA's FY 2025 request includes an additional \$26.5 million to maintain current maintenance and repair efforts for its aging infrastructure. NOAA's facilities portfolio has an estimated replacement value exceeding \$3 billion with over 620 facilities, including over 400 owned properties. NOAA has fiduciary responsibilities to ensure the portfolio is capable of supporting its mission in a cost-effective manner and to secure safety and long-term sustainability for employees and the Nation. NOAA will continue investments aligned with the NOAA Facilities Strategic Plan. Safe and modern facilities are vital to support NOAA's mission of science, service, and stewardship.

The FY 2025 budget builds on investments from the Inflation Reduction Act (IRA) (P.L. 117-169) and Bipartisan Infrastructure Law (BIL) (P.L. 117-58) for climate resilience, climate science, data, and services, environmental observations, and fisheries and protected resources. (*See below*)

These substantial investments, along with other targeted increases (*please see inputs provided by NOAA Line and Mission Support Offices*), will allow NOAA to: maintain its next generation satellite program and collect the observations and data that enable improved forecasts, economic growth, and environmental stewardship; support the deployment of renewable wind energy and advance climate resilience across the Nation through expansion of usable products and services; and protect and restore our natural resources for the benefit and enjoyment of future generations.

For more information about the specific initiatives in the FY 2025 NOAA budget, please see our [budget summary](#).

IRA/BIL SUPPLEMENTAL FUNDING

- **Inflation Reduction Act (IRA)** - NOAA received \$3.3 billion from the IRA that was signed into law on August 16, 2022, recently passing its 2-year anniversary. These funds will help ensure America is better able to prevent and adapt to our rapidly changing climate and the weather and climate disasters that the nation continues to experience. By the end of fiscal year 2024, NOAA will have spent an estimated \$2.0 billion of its \$3.3 billion investing in tribal nations, underserved communities, and marine sanctuaries. NOAA will also invest in port facilities, laboratories, ships and aircraft, as well as enhancing coastal resilience along both coasts, the great lakes, and territories.
- **Infrastructure Investment & Jobs Act (IIJA)** - The IIJA, also known as the Bipartisan Infrastructure Law (BIL) was signed into law on November 6, 2021. NOAA received approximately \$3.0 billion for 18 provisions to invest in 3 main initiatives. They are Climate Data & Services (CDS for \$900 million), Climate Ready Coasts (CRC for \$1.5 billion) and Fisheries & Protected Resources (FPR for \$600 million). CDS is supporting a whole-of-government effort to address the climate crisis by getting critical information in the hands of decision-makers. CRC is helping coastal communities build the future they want to see.



Investing in high-impact natural infrastructure projects that build coastal resilience, create jobs, store carbon, and restore habitat. Lastly, FPR is advancing complementary efforts to support environmental stewardship and promote community economic development.

Summary of Major Organizational Improvement Initiatives: The FY 2025 request prioritizes investments in the critical operational and infrastructure activities that support NOAA's ability to carry out its mission. Major organizational improvements underway include: fleet and aircraft recapitalization; observational infrastructure (e.g., satellites); facilities improvements; high performance computing expansion; and transition to the Business Applications Solution (BAS) Program. *Please also see inputs provided by NOAA Line and Mission Support Offices.*

Strategic Partnerships, Key Stakeholders, and Interagency Groups: To promote understanding and support of NOAA's budget initiatives, the NOAA Budget Office works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders. NOAA also has Advisory Committees, many governmental and public-private partnerships, and, and participates on numerous interagency bodies.

NOAA Advisory Committees: NOAA has a number of Federal Advisory Committees that engage external experts and stakeholders to provide advice and recommendations to the Secretary of Commerce and NOAA Administrator on important areas of NOAA's mission:

- [Advisory Committee on Excellence in Space](#)
- [Hydrographic Services Review Panel](#)
- [Marine and Coastal Area-based Management Advisory Committee](#)
- [Marine Fisheries Advisory Committee](#)
- [National Sea Grant Advisory Board](#)
- [NOAA Science Advisory Board](#)
- [Ocean Exploration Advisory Board](#)
- [United States Integrated Ocean Observing System Advisory Committee](#)

NOAA has a number of bilateral engagements and other partnerships with governmental and non-governmental entities. Government partnerships include the Department of Energy, Department of the Interior, FEMA, and U.S. Patent and Trademark Office. NOAA is also committed to achieving mission priorities through engagements for research, support, and coordination with non-governmental entities, such as with the American Society of Civil Engineers, Reinsurance Association of America, Earth Echo International, Climate Mayors Microsoft, American Indian Higher Education Consortium and United Airlines. NOAA also participates on interagency bodies, including, committees of the National Science and Technology Council, National Security Council Interagency Policy Committees, and the Ocean Policy Committee.

Please also see input provided by NOAA Line and Mission Support Offices and NOAA's Partnership List for additional partnerships.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25):

- March TBD - NOAA Science Report: The [annual report](#) focuses on advancements that help create a climate-ready nation, reduce the impacts of hazardous weather, promote sustainable use



and stewardship of ocean and coastal resources and ensure a robust research and development enterprise.

- March TBD - Fisheries Economics of the United States report: This report takes a detailed look at the economic performance of our commercial and recreational fisheries and other marine-related sectors on a state, regional, and national basis.
- March 20 - U.S. Spring Outlook: [This annual news conference](#) announces the Climate Prediction Center's outlook for temperature and precipitation during the months of April, May and June. The Office of Water Prediction also releases the National Hydrologic Assessment for the same time frame.
- March or April TBD - Final Rule for Amendments to the North Atlantic Right Whale Vessel Strike Reduction Rule: Agency announcement of final changes to the existing vessel speed rule to further reduce the likelihood of lethal vessel collisions with North Atlantic right whales, proposed rule was released in July 2022.
- April 4 - GOES-19 satellite declared operational: [New geostationary satellite](#) completes checkout and begins service as GOES East.
- April 8 - Annual greenhouse gasses measurement 2024: The Global Monitoring Laboratory will release an [annual report](#) announcing the average concentrations of CO₂, methane and nitrous oxide as measured by their global sampling network during 2024.
- April TBD - Delivery of Gulfstream G550 research aircraft: NOAA will take delivery of a [new Gulfstream G550 jet](#) that will be used for atmospheric research.

See also input provided by NOAA Line and Mission Support Offices.

Awaiting Decisions (first 100 days from 1/20/25)

- Timing and content of FY 2026 NOAA budget: A preliminary FY 2026 NOAA budget will likely be with OMB at the start of the new Administration, but the development of the final FY 2026 budget will be highly iterative given the need to bring new Administration officials up to speed.

See also additional inputs provided by NOAA Line and Mission Support Offices.

Quick Wins (first 100 days from 1/20/25):

- BIL/IRA: continued execution, including grant awards
- Infrastructure: First G550 delivered

See also additional inputs provided by NOAA Line and Mission Support Offices.

Agency Review Team Points of Contact

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NOAA National Weather Service (NWS)

Mission

Provide weather, water, and climate data, and forecasts and warnings for the protection of life and property and enhancement of the national economy.

Locations and Workforce Demographic Trends

Overall Workforce: 4,150 federal employees

Headquarters: Washington DC / Capital Region, approx. 450 federal employees as of July 31, 2024.

Field Offices: ~190 field offices outside Washington DC, approx. 3,700 federal employees as of July 31, 2024.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
4,360	4,330	4,316	4,425	4,401

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$1,226.0	\$1,279.8	\$1,363.0	\$1,356.5	\$1,367.4

Principal Responsibilities

The National Weather Service (NWS) released its FY 2025 President's budget request on March 11, 2024, the Administration's scheduled President's budget release date. The request continues to position NWS as the Nation's premier provider of weather, water, and climate predictions over varying timescales and provider of local-level forecasts, warnings, and Impact-based Decision Support Services (IDSS) to the public across all U.S. states and territories. The bureau's FY 2025 request includes \$1,367.4 million to continue targeted investments to:

1. Observations (728 Pos/715 FTE; \$255.0M ORF; \$16.2M PAC) The Observations portfolio serves as the primary office responsible for the collection of space, atmosphere, water, and climate observational data owned or leveraged by NWS;
2. Central Processing (261 Pos/249 FTE; \$112.8M ORF; \$68.0M PAC) The Central Processing portfolio is responsible for NWS centralized and distributed data processing systems,



including the Weather and Climate Operational Supercomputing System (WCOSS) and the locally-sited Advanced Weather Interactive Processing System (AWIPS);

- 3. Analyze Forecast and Support (AFS) (2,846 Pos/2,846 FTE; \$599.7M ORF) AFS is the largest portfolio in the NWS encompassing the field forecast and warning mission, mission-supporting facilities, and IDSS. The portfolio includes 122 weather forecast offices, 13 river forecast centers, 2 tsunami warning centers, 7 of the 9 centers of the National Centers for Environmental Prediction, and the National Water Center;
- 4. Dissemination (94 Pos/86 FTE; \$134.6.0M ORF; \$10M PAC) The Dissemination portfolio disseminates NWS weather, water, and climate watches, warnings, data and information to the public through a variety of delivery channels and supports applications operating on both private cloud and public cloud infrastructures;
- 5. Science and Technology Integration (471 Pos/ 438 FTE; \$161.1M ORF) The Science and Technology Integration portfolio manages planning, research, development, transition, and integration efforts to promote science and technology improvements across the NWS. Areas of focus include: environmental modeling moving to a Unified Forecast System; social science integration; and artificial intelligence;
- 6. Facilities Construction & Major Repairs (1 Pos/1 FTE; \$10.0M PAC) The Facilities portfolio is responsible for managing real properties, owned and leased, for the NWS.

Of particular note, NWS' FY 2025 budget includes increase requests for AWIPS in the Cloud (\$11.0M), Integrated Dissemination Program (IDP) Implementation (\$11.4M), and Tsunami Warning Center Alignment (\$2.0M).

For more information about the specific initiatives in the FY 2025 bureau budget, please see our budget summary [here](#).

Summary of Major Organizational Improvement Initiatives

NWS Transformation

As high-impact weather events continue to occur across the country, the NWS is transforming in order to better serve communities, alongside the community decision makers. The weather is increasingly impactful and the science is increasingly complicated. As a result, decision makers need more help and want easier, quicker information. This is the heart of NWS Transformation; to redesign the organization in order to deploy meteorologists to serve side by side with decision makers and provide the most useful information in the best way to make time and life critical public safety decisions. NWS Transformation addresses every facet of the organization, from the operating model, technology, infrastructure, to communicating the science and better serving those who perform the mission.

Over a decade has passed since the NWS released its Weather-Ready Nation Roadmap. Since then, the frequency of [billion-dollar weather and climate disasters](#) has surged, disproportionately affecting vulnerable communities and underscoring the urgent need for the NWS to adapt to meet society's changing needs. The NWS released a new [10-year Strategic Plan](#) to align our goals around our people, infrastructure, and future. This transformation will focus on the last critical mile of service, delivering community-centric, impact-based decision-support services that appropriately address societal demographics and the unique vulnerabilities of each community. [Achieving this transformation](#) will require a new operating model; one that fosters a more mobile, nimble, and flexible agency. Some of the key projects to meet our transformation are governed under the NWS Ken's 10 (below).



NWS Priorities & Action Strategies for the Future ([Ken's 10](#))

The NWS Priorities & Action Strategies for the Future - known throughout the NWS as “Ken’s 10”, named after NWS Director Ken Graham - are designed to ensure that the NWS remains an indispensable, global leader in providing equitable weather, water, and climate services to decision-makers anytime, anywhere. Ken’s 10 serves three overarching themes: People, Infrastructure, and Future. They are categorized as Short-Term/Quick Wins, Medium-Term, and Long-Term/Strategic, with a bonus Watchlist of initiatives further underway.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

NWS’s key stakeholders include local, state, tribal and territorial emergency managers, as well as several federal agencies involved in resilience and resource management such as the Federal Emergency Management Agency (FEMA). Emergency responders are pivotal partners who play a fundamental role in the vision for the NWS Transformation. NWS provides IDSS to many of these partners and public safety officials to protect life and property and has formalized a first-of-its-kind engagement process to provide IDSS to the American Red Cross, which incorporates numerous NWS products in their daily operations briefings, including the new experimental HeatRisk Tool. HeatRisk is a collaboration between NOAA’s NWS and the Centers for Disease Control and Prevention (CDC), providing information and guidance for those who are particularly vulnerable to heat, and builds on the National Integrated Heat Health Information System (NIHHIS). The NWS also co-chairs the Office of Science and Technology Policy (OSTP) Subcommittee on Resilience Science and Technology and the Space Weather Operations, Research, and Mitigation (SWORM).

In addition to the IDSS the NWS provides to core partners in the public safety realm, the NWS also works closely with the entire global Weather, Water, and Climate Enterprise, including academia, private-sector providers of environmental information science and services, and the international community. Due to these partnerships, the U.S. private-sector weather enterprise is one of the most vibrant in the world. NOAA’s Policy on Partnerships in the Provision of Environmental Information highlights the complementary roles of these enterprise partners. In addition, the NWS contributes significantly to broader U.S. Government efforts to build strategic influence in the Pacific by installing and maintaining ocean observation infrastructure in this data sparse region, as well as through capacity development in the areas of tsunami and severe weather forecasting and warning, including through operational presence in the Freely Associated through the Compact of Free Association (COFA). NWS also maintains permanent representation in the UN’s World Meteorological Organization (WMO), which coordinates the exchange of global observations critical for our global models.

The National Weather Service Employee Organization (NWSEO) is the labor organization that represents over 3300 non-supervisory, non-managerial, and non-confidential employees of the NWS. After several years of negotiations, NWS and NWSEO executed a new Collective Bargaining Agreement on March 16, 2021 replacing the 20+ year old CBA. Also, NWSEO underwent a leadership transition, which greatly improved the relationship with management. The NWS and NWSEO continue to build on this relationship/partnership by holding weekly sessions to discuss tactical and strategic issues affecting the NWS.



Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- Escalating fixed costs (labor, utilities, etc.) negatively impacts NWS operations and critical infrastructure without an increase in base funding.
- Recruitment, Retention, and Burnout is leading to staffing shortfalls that hinder core warnings and decision support. NWS staffing is at the lowest level since 2007 with attrition outpacing hiring.
- Technology outages, such as dissemination and model guidance outages, sometimes occur and tend to generate significant media interest. These outages could increase in frequency if the Integrated Dissemination Program (IDP) infrastructure is not adequately resourced.
- Significant media and Congressional interest in seasonal climate outlooks, such as the Spring Flood Outlook in March and Atlantic Hurricane Outlook in May.
- Significant and extreme weather events, such as hurricanes, winter storms, flooding, wildfires, drought, and tornadoes, regularly make news and draw congressional interest.
- Significant Legislative Activity: Congress currently has significant interest in the Weather Act Reauthorization Act of 2023 (H.R. 6093 and Senate bill to-be-introduced), which could move in late 2024.
- Various wildfire bills have been introduced in the House, with [S.4343 - Fire Ready Nation Act of 2024](#), introduced in the Senate.

Awaiting Decisions (first 100 days from 1/20/25)

- None at this time.

Quick Wins (first 100 days from 1/20/25)

- **TAO buoy upgrade, National Data Buoy Center:** Beginning March 2025, NOAA is upgrading the Tropical Atmosphere-Ocean (TAO buoy array) Pacific Ocean. NDBC started the project in 2023 and will complete in 2027. 15 new buoys will be deployed in fiscal year 2025 and 2026, with the remainder deployed in 2027.
- **DART buoy Service Life Extension Program, National Data Buoy Center:** Beginning March 2025, NOAA will start to modernize and replace the equipment on the DART tsunami ocean-observing system. NOAA owns and operates 39 DART buoys. Project begins 2025 and concludes in 2028.
- **NWS IMET Fire Weather Training:** March 3-7, 2025, Boise, Idaho National Interagency Fire Center
- **2025 U.S. Spring Outlook Release:** Scheduled to be released on March 20, 2025. Announces predictions for spring temperature, precipitation, and flood risk.
- **NWS new operating model:** An initial rollout of a proof of concept of our proposed operations model within at least one state.

Agency Review Team Points of Contact

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NOAA National Marine Fisheries Service (NMFS)

Mission

To provide vital services for the nation: productive and sustainable fisheries, safe sources of seafood, the recovery and conservation of protected resources, and healthy ecosystems—all backed by sound science and an ecosystem-based approach to management.

Locations and Workforce Demographic Trends

Headquarters: Silver Spring, MD, 448 federal employees

Field Sites: NOAA Fisheries has 2,678 federal employees located in 46 states and territories.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
2,898	2,835	2,833	3,312

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$1,020.3	\$1,105.9	\$1,196.5	\$1,219.2	\$1,169.4

Principal Responsibilities

Protected Resources Science and Management (2024 Budget \$265.0M, \$65.0M for Pacific Coastal Salmon Recovery Fund; 2025 Proposed \$256.7M, \$65.0 for Pacific Coastal Salmon Recovery Fund): The Protected Resources program, maximizing partnerships, uses best available science to develop and implement best practices and conservation and recovery actions to reduce threats to protected species and their marine and coastal ecosystems. Protected species include those listed under the Endangered Species Act (ESA) and marine mammals covered by the Marine Mammal Protection Act (MMPA).

Fisheries Science and Management (2024 Budget \$707.9M; 2025 Proposed \$714.2M): In partnership with the eight Regional Fishery Management Councils (Councils), state and federal partners, NOAA Fisheries manages marine commercial and recreational fisheries, including aquaculture, using the best available science. NOAA Fisheries' actions result in sustainable fisheries harvest and production, rebuilding of depleted fish stocks, conservation of essential fish habitats, and other support for coastal communities. The agency's peer-reviewed science enterprise ensures management decisions are based on the highest quality scientific information, NOAA Fisheries science is used to substantially increase domestic seafood production through aquaculture; maintain and enhance commercial, recreational, and subsistence opportunities;



protect ecosystem health and sustainability; and create jobs and other economic and social benefits in support of community resilience.

Habitat Conservation and Restoration (2024 Budget \$56.2M; 2025 Proposed \$50.7M): This program includes protection and restoration of habitat to sustain commercial and recreational fisheries, recover protected species, and maintain resilient coastal ecosystems and communities. NOAA Fisheries conducts thousands of consultations each year with federal agencies whose proposed actions may affect essential fish habitat for federally-managed species, taking actions to avoid, minimize, or compensate for marine, coastal, and riverine habitat impacts. The Restoration Center offers both competitive funding opportunities as well as technical expertise (e.g. engineering and design, implementation, monitoring) to states, tribes, and local communities to restore habitat in coastal areas around the country.

Enforcement (2024 Budget \$78.5M; 2025 Proposed \$82.5M): NOAA Fisheries' Office of Law Enforcement protects marine wildlife and habitat by enforcing federal marine resource laws and regulations, including those that implement treaty obligations of the United States designed to ensure the conservation and management of global resources for future generations. OLE special agents, enforcement officers, and enforcement support staff also provide interested parties with compliance assistance and education about the nation's marine resource laws. OLE supports the core mission mandates of NOAA Fisheries—maximizing the productivity of sustainable fisheries and fishing communities, as well as protection, recovery, and conservation of protected species—through its efforts to enforce and promote compliance with the marine resource protection laws and implementing regulations under NOAA's purview. OLE's jurisdiction generally covers ocean waters between 3 and 200 miles offshore of all U.S. states and territories; this is called the Exclusive Economic Zone (EEZ). OLE's jurisdiction includes: 3.36 million square miles of ocean; More than 95,000 miles of U.S. shoreline; 15 National Marine Sanctuaries, and five Marine National Monuments.

OLE also works to combat illegal, unreported, and unregulated (IUU) fishing by providing capacity building workshops with numerous partnering countries, increased information sharing under the Port State Measures Agreement (PSMA), and engaging in interagency collaborations under the Maritime SAFE Act and the Maritime Domain Awareness Plan. OLE partners with local enforcement agencies and other federal organizations to maximize efficiency.

Summary of Major Organizational Improvement Initiatives: None at this time.

Strategic Partnerships, Key Parties, and Interagency Groups

Fishery management partners: Fishery management councils, state fishery agencies, interstate fishery commissions, fishing industry

Interagency partners: Department of the Interior – US Fish and Wildlife Service, Bureau of Ocean Energy Management, US Bureau of Reclamation; Department of State; US Army Corps of Engineers; US Department of the Navy, United States Department of Agriculture, and the US Environmental Protection Agency, Marine Mammal Commission.

Others: Marine Fisheries Advisory Committee, National Fish and Wildlife Association, Association of Fish and Wildlife Agencies, marine-focused environmental NGOs



Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

North Atlantic Right Whales: North Atlantic right whales are approaching extinction, and vessel strikes have been identified as one of the leading causes of mortality and serious injury for the species. In 2021, NMFS released the North Atlantic Right Whale Vessel Speed Rule Assessment documenting a reduction in observed right whale serious injuries and mortalities resulting from vessel strikes since implementation of the 2008 speed rule (50 CFR 224.105), but highlighting the need for additional action to more effectively address the risk of vessel strikes to right whales (NMFS 2020). We invited the public to submit comments on the Speed Rule Assessment, and both the Assessment and public comments were considered in developing the proposed rule to amend the vessel speed regulations. In August 2022, NMFS published the proposed rule to modify the existing North Atlantic right whale vessel speed regulations (87 FR 46921). The initial 60-day comment period was extended to 90 days (to October 31, 2022) in response to requests from the public (87 FR 56925; September 16, 2022). NMFS received and reviewed approximately 90,000 public comments received during the 90-day comment period. The final rule to modify North Atlantic right whale vessel speed regulations is now with the White House Office of Information and Regulatory Affairs, part of the Office of Management and Budget (OMB). In addition to our domestic actions, because these whales are migratory and their range extends into the Gulf of Lawrence, we communicate and coordinate with our Canadian counterparts to align management actions.

South Atlantic Red Snapper: Red snapper is one of the most popular harvested and studied species in the Southeast. The South Atlantic population has been classified as overfished and experiencing overfishing since the first assessment was conducted in 2009. In 2010, NOAA Fisheries implemented the South Atlantic Fishery Management Council's (Council) proposed plan to rebuild the population to a sustainable level by 2044. The most recent assessment completed in 2021 concluded the population is recovering but remains overfished. While the overall biomass of the population is growing, these are mainly young fish. Because a large number of red snapper are caught and discarded dead in the recreational fishery, these fish are not surviving to older ages necessary to sustain the population in the long-term. In July 2021, NOAA Fisheries notified the Council of its obligation to end overfishing of red snapper immediately, as directed by the Magnuson-Stevens Fishery Conservation and Management Act. The Council has delayed action to address this directive to date pending the results of several research studies, including the Congressionally-funded South Atlantic Red Snapper Research Program, which will inform future management and next steps. NOAA Fisheries expects these and other ongoing activities to provide valuable insights into ways we can better optimize fishing opportunities over the long term. However, the agency implemented interim measures in 2024 to reduce overfishing of red snapper while more permanent measures to end overfishing are considered. Earlier this year, NOAA Fisheries also announced \$880,000 in funding for five collaborative projects designed to explore innovative ways to increase fishing opportunities in the fishery. The agency is hopeful this collaborative effort will deliver promising solutions to this ongoing challenge, which has frustrated fishers and managers alike for some time now and attracted both litigation and Congressional interest.

Aquaculture Opportunity Area (AOA) Identification: NOAA Fisheries is working to identify aquaculture opportunity areas in federal waters of the Gulf of Mexico, and off of Southern California, and within the state waters of Alaska. An AOA is a defined geographic area that has



been evaluated to determine its potential suitability for commercial aquaculture. NOAA is using a combination of scientific analysis and public engagement to identify areas within the AOA that may be environmentally, socially, and economically appropriate for commercial aquaculture. This is a multi-year planning process, and is estimated that the final identification will occur in winter/spring 2025, through signed Records of Decision, following the publication of a final Environmental Impact Statements for the Gulf of Mexico and Southern California.

Awaiting Decisions (first 100 days from 1/20/25):

Amendment 15 to the Consolidated Atlantic HMS Fishery Management Plan: Amendment 15 to the 2006 Consolidated Atlantic Highly Migratory Species (HMS) Fishery Management Plan includes two broad components: 1) administration and funding of the HMS pelagic longline electronic monitoring program; and 2) modification, data collection, and assessment of four commercial longline spatial management areas.

Fisheries disaster determination under the Magnuson Stevens Act: The Secretary of Commerce (Secretary) is authorized to determine a fishery resource disaster under the Magnuson-Stevens Fishery Conservation and Management Act (Magnuson-Stevens Act, MSA). When Congressional appropriations are available, these determinations provide critical support to Tribes, states, fishermen, processors and other impacted stakeholders. These determinations are of significant Congressional interest.

- “Designation of Marine Critical Habitat for Six Distinct Population Segments of Green Sea Turtles Under the Endangered Species Act (0648-BL82)” is estimated to publish at the end of 2024 or early 2025.
- Updates to the joint NMFS/FWS Endangered Species Act Section 7 Consultation Handbook are slated to publish early 2025 either as an interim final rule or proposed rule.
- The “Final Rule for Amendments to the North Atlantic Right Whale Vessel Strike Reduction Rule (0648-BI88)” is slated to publish at the end of 2024 or early 2025.
- Proposed Rule modifying the Atlantic Large Whale Take Reduction Plan to reduce entanglement risk from gillnet and non-lobster trap/pot fisheries (0648-BM99) is slated to publish early 2025.

Quick Wins (first 100 days from 1/20/25):

- None to report at this time

Agency Review Team Points of Contact

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NOAA National Ocean Service (NOS)

Mission

Provide science-based solutions through collaborative partnerships to address evolving economic, environmental, and social pressures on our Great Lakes, ocean, and coasts.

Locations and Workforce Demographic Trends

Overall Workforce: 1,086 federal employees onboard

Headquarters: Silver Spring, MD, 623 federal employees as of August 8, 2024.

Field Offices: NOS has 463 federal employees located in 34 states and territories in 73 locations outside of Silver Spring, MD.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
1,175	1,167	1,145	1,315	1,310

Budget Trend – Annual Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$622.3	\$670.8	\$729.6	\$733.0	\$590.7

Principal Responsibilities

NOAA released its FY 2025 President's budget request on March 11, 2024, the Administration's scheduled President's budget release date. The request continues to position NOS as the Nation's premier provider and authoritative source of data, tools, and services that protect our ecosystems and enhance climate and economic resilience. NOS's FY2025 request includes \$590.7 million in discretionary funding to continue targeted investments to:

Produce and Disseminate Foundational Navigation, Observations and Positioning Data

(FY24 Budget \$255.3M and 654 positions. FY25 Request \$207.7M): NOS provides foundational navigational, geodetic, and oceanographic data to the public and private sectors to inform decisions that protect life, property and the environment. This data ensures safe transportation and unhindered flow of commerce to support the economic development of America's ocean, Great Lake and coastal resources. The data and services provided by NOS directly supports the



Blue Economy and Ocean Enterprise through the creation of data-driven, sustainable, and equitable economic opportunities in American commerce, transportation, and infrastructure, and enables the efficient transportation of products moving through U.S. ports each year. Businesses in the maritime community rely on these and many other NOS products for a range of decisions, from maximizing cargo load to identifying the safest and most efficient route between two points. NOS also acquires and compiles data for navigation products and services, including the nation's official nautical charts for our oceans, coastal, and Great Lakes waters. Knowledge of the depth, shape, and composition of the seafloor informs safer navigation, hazard mitigation for coastal resilience, preservation of marine habitats and heritage, and a deeper understanding of natural resources for sustainable ocean economies. In addition, NOS has a national-regional partnership with 11 NOAA-certified IOOS Regional Associations (RAs) where they serve as integration hubs for data that supports the needs of local communities and complement Federal ocean observations and models.

Conduct and Deliver Coastal Science and Assessment Information (FY24 Budget \$114.1M and 291 positions. FY25 Request \$106.1M): NOS conducts applied research and delivers scientific information for disasters and pollution emergency response, as well as for the management, protection, and restoration of ocean and coastal resources and communities. In addition, NOS supports the blue economy and the advancement of climate resilience by developing tools for the siting of wind energy and aquaculture development, green infrastructure, and habitat restoration. This work helps with understanding, forecasting, and mitigating the impacts of oil and chemical spills, marine debris, harmful algal blooms and other contaminants on coastal resources. With this information, coastal managers can make informed decisions that protect drinking water, fisheries, and communities at large. NOS also houses the Competitive Research Program, which funds regional-scale and targeted research and assessment activities through a competitive external grant process in support of NOAA's coastal mission areas. This program maintains the only national grant program dedicated to research topics under the Harmful Algal Bloom and Hypoxia Research and Control Act. Currently, this program supports a diverse portfolio of 6 programs with 87 active projects run by experts across 165 institutions in 28 states and territories.

Provide and Enhance Ocean and Coastal Management and Services (FY24 Budget \$269.4M and 369 positions for ORF, and \$12.5M and 1 position for PAC. FY25 Request \$269.9 million for ORF and \$7.0 million for PAC): NOS successfully uses place-based, community, and regional approaches to effectively manage coastal and marine resources. This work supports the Blue Economy and helps to move us towards a Climate Ready Nation by empowering coastal states and communities with actionable information and resources needed to understand risk and increase resilience of coastal ecosystems and communities. NOS also works in partnership with and provides funding to local governments, states, non-profit organizations, and other partners to advance coastal management, research, education, and engagement. NOS' National Marine Sanctuary System serves as a network of 16 underwater parks, as well as two marine national monuments. This system conserves and facilitates sustainable use of special places along our coasts, oceans, and Great Lakes. In coastal waters, the National Estuarine Research Reserve System (NERRS) is a network of 30 NOAA-supported, state-managed sites designated to protect and study estuarine systems in collaboration with and service to surrounding communities. These NERRS partnerships support ecosystem health and interconnectedness of people and the



environment. Both networks consist of construction and acquisition activities to enhance or sustain opportunities for public access, increase public understanding of the ecosystems, and maintain facilities and small boats.

Of note, NOAA's FY 2025 budget requests \$590.7 million in discretionary funds and \$33.3 million in mandatory accounts, for a total of \$624.0 million for NOS. Due to Administration priorities and requirements set by the Fiscal Responsibility Act, significant decreases were required in this budget request, particularly impacting NOS' grant programs and partnerships.

This budget continues critical investments in NOS' ability to continue foundational navigation, observations, and positioning data to meet the ocean enterprise/Blue Economy needs across the U.S.; coastal science and assessments for healthy coastal and marine ecosystems; and ocean and coastal management and services to further coastal and economic resilience within the ocean, coastal, and Great Lakes communities of the United States and its territories.

For more information about the specific initiatives in the FY 2025 NOAA budget, please see our [budget summary](#) (NOS section begins on PDF page 15)

Summary of Major Organizational Improvement Initiatives

NOS is implementing new tools that improve accountability and streamline major functions in budget execution, acquisition, and grants. NOS is also centralizing efforts on strategic planning, program and performance evaluation, and risk to ensure alignment with mandates and strategic priorities, help better identify critical investments and how to sustain them, and demonstrate regulatory evaluation and compliance strategies for agency business and operational processes.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

To promote understanding and support of NOAA's budget initiatives, the NOAA Budget Office works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders.

Foundational Navigation, Observations and Positioning Data. Interagency Committee on the Marine Transportation System, U.S. Army Corps of Engineers; U.S. Coast Guard; U.S. Navy; Maritime Administration, Environmental Protection Agency; National Aeronautics and Space Administration; Department of State; Department of Interior-Bureau of Ocean Energy Management; American Association of Port Authorities; American Pilots Association, Chamber of Shipping America; state transportation and port authorities; commercial and recreational mariners; Integrated Ocean Observing System Association

Coastal Science and Assessment Information. Federal Emergency Management Agency; U.S. Coast Guard; Department of Interior-Bureau of Ocean Energy Management; Bureau of Safety and Environmental Enforcement; Environmental Protection Agency; U.S. Army Corps of Engineers; U.S. Geological Survey; U.S. Navy; Environmental Protection Agency; National Institute of Standards and Technology; Coastal States Organization; American Planning Association; Association of State Floodplain Managers



Ocean and Coastal Management and Services. Department of Interior- U.S. Fish and Wildlife Service, National Estuarine Research Reserve Association; National Marine Sanctuaries Foundation, The Nature Conservancy; The Land Trust Alliance; Outdoor Industry Association; Outdoor Recreation Roundtable; Association of Zoos and Aquariums; recreational fishing and boating industry associations; American Shore and Beach Preservation Association; National Fish and Wildlife Foundation; Coastal States Organization; 34 Coastal State and Territory Coastal Zone Management programs

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- Harmful Algal Bloom and Hypoxia Research and Control Act reauthorization will likely be quickly reintroduced if it does not pass before the end of this Congress; NOS is generally supportive of this legislation.
- Alabama Underwater Forest sanctuary legislation will likely be reintroduced if it does not pass before the end of the current Congress.
- IOOS reauthorization will most likely be introduced and moved next Congress; NOS is generally supportive of this reauthorization.
- Marine Debris Program, National Estuarine Research designations, and National Marine Sanctuaries designations - continued Congressional interest in these.
- Future of NOAA Charts - cancellation of individual paper nautical charts started in 2021 expected to be completed by January 2025.

Awaiting Decisions (first 100 days from 1/20/25)

- Atchafalaya, Louisiana NERR draft rule/public comment period (winter 2025)
- Bay of Green Bay, Wisconsin NERR draft rule/public comment period (spring 2025)
- Florida Keys National Marine Sanctuary (NMS) Blueprint final rule, proposed Chumash Heritage NMS designation final rule, and proposed Papahānaumokuākea NMS designation final rule are expected at the end of CY2024; if delayed, would fall within early CY2025.
- Proposed Pacific Remote Islands and proposed Hudson Canyon national marine sanctuaries likely entering draft rule/public comment period in early CY2025.

Quick Wins (first 100 days from 1/20/25)

- Execute and award remaining acquisitions and grants that were carried into FY2025

Agency Review Team Points of Contact

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NOAA Oceanic and Atmospheric Research (OAR)

Mission

Conduct research to understand and predict the Earth system; develop technology to improve NOAA science, service, and stewardship; and transition the results so they are useful to society.

Locations and Workforce Demographic Trends

Overall Workforce: 744 federal employees

Headquarters: Silver Spring MD, 223 federal employees as of July 31, 2024.

Field Offices: 10 laboratories and 9 field stations outside of Silver Spring, MD, ~ 521 federal employees as of July 31, 2024.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
744	721	723	880	876

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$610.8	\$663.3	\$776.7	\$738.4	\$645.7

Principal Responsibilities

OAR science is focused on confronting challenges of our changing climate, protecting against extreme weather events and environmental hazards, managing too much and too little water, and sustaining a healthy environment and economy. This work is foundational to the core NOAA mission and is aligned with the Administration's FY 2025 R&D priorities, Congressional priorities, and NOAA priorities of building a Climate Ready Nation, integrating equity into core operations, and promoting economic development while maintaining environmental stewardship. OAR's FY 2025 request includes \$645.7 million to continue targeted investments in:

1. Climate Research (306 staff; 2024 Enacted \$219.8M; 2025 Proposed \$212.5M)

OAR's Climate Research mission, defined in law, is to monitor, understand, and explain Earth's climate system and to predict changes in global climate. OAR advances observations and research to improve Earth system models and predictions for rain, drought, floods, storms, heat, and fisheries to enable the Nation to plan optimally and maximize economic benefits during periods of climate change.



2. Weather and Air Chemistry Research (313 staff; 2024 Enacted \$161.9M; 2025 Proposed \$139.5M)

OAR's Weather research provides the tools used by the National Weather Service (NWS) to improve the science behind warnings and forecasts of high-impact weather, water, and air quality events. OAR generates products to advance NWS forecast skill including models, radar, and methods (including social science, to effectively communicate warnings the public will heed).

3. Ocean, Coastal, and Great Lakes Research (233 staff; 2024 Enacted \$249.0M; 2025 Proposed \$205.9M)

OAR's ocean, coastal, and Great Lakes research supports the sustainable use of the Nation's ocean and Great Lakes resources and a vibrant blue economy. OAR enhances understanding of a changing Arctic; is a leader in ocean and Great Lakes observations and research data; develops models and tools to support sustainable aquaculture; and maps, characterizes, and explores deep waters with a focus on the US EEZ.

4. Innovative Research and Technology (20 staff; 2024 Enacted \$18.5M; 2025 Proposed \$19.4M)

Innovative Research and Technology supports advanced research, computing, and technology throughout NOAA. Investments support weather and climate forecasting, ecosystem and ocean modeling, and environmental information dissemination using High Performance Computing (HPC).

5. Systems Acquisition (4 staff; 2024 Enacted \$70.0M; 2025 Proposed \$68.5M)

NOAA currently operates three R&D HPC to support research, environmental modeling, and climate and weather forecasts and predictions: Gaea (Oak Ridge, TN); Hera (Fairmont, WV); and Jet (Boulder, CO). NOAA has also partnered with Mississippi State University (Starkville, MS) to operate Orion, which provides opportunities for collaboration with the academic community. This category also includes the acquisition and management of large scale research infrastructure, such as Phased Array Radar, to deliver the science and technology that establishes the basis of NOAA's climate, weather, and ocean products and services.

Of particular note, OAR's FY 2025 budget includes an increase of \$7.0M to support the Climate Resilience Information System (CRIS) and Climate Mapping for Resilience and Adaptation (CMRA). This increase will enhance the accessibility and usability of Federal climate data for building resilience and inform local decision-making.

This budget continues critical investments in OAR's innovative climate, weather, and oceans research. This includes long-term observation networks to collect data on the atmosphere and ocean that result in improvements to our understanding and prediction of environmental phenomena impacting ocean, coastal, and Great Lakes systems from minutes to decades.

For more information about the specific initiatives in the FY 2025 NOAA OAR budget, please see our budget summary in the [NOAA Blue Book](#).

Summary of Major Organizational Improvement Initiatives

- **Research and Development HPC System:** NOAA has been supplementing Research and Development HPC System capacity to support weather, ocean, and climate modeling research and development with the use of BIL and IRA funding, which expires after FY26.
- **Precipitation Prediction Grand Challenge (PPGC):** The PPGC addresses long-standing, and urgent issues related to precipitation such as flooding and drought. It is designed to



provide more accurate, reliable, and timely precipitation forecasts by focusing the observation and modeling communities on this problem, while leveraging NOAA's Unified Forecast System (UFS) and Earth Prediction Innovation Center (EPIC).

- **Climate, Ecosystems, and Fisheries Initiative (CEFI):** The CEFI is an operational ocean modeling and decision support system to reduce impacts, increase resilience, and help marine resources and resource users adapt to changing ocean conditions. The end-to-end system will provide decision makers with the actionable information they need for changing conditions.
- **Coastal Inundation at Climate Timescales (CICT):** A centralized operational framework of coastal inundation information and service delivery. This capability will produce and deliver authoritative, easily accessible data and products complemented by tools, applications, and decision-support services that enable all communities to advance the resilience of the Nation to coastal inundation.
- **Earth Prediction Innovation Center (EPIC):** EPIC unites those in government, industry, and academia, to improve NOAA's operational modeling systems; serve others in the community; fund research, modeling, and compute initiatives; and develop innovative tools and applications. NOAA is advancing the Unified Forecast System (UFS), the source system for NOAA's operational numerical weather prediction applications, as a community model.
- **Seabed 2030 Project:** NOAA Ocean Exploration has been leading efforts to map deep waters (below 200 meters, 656 feet) conducting deepwater mapping operations aboard NOAA Ship Okeanos Explorer and with Ocean Exploration Cooperative Institute partners. Mapping data collected by NOAA Ocean Exploration directly supports Seabed 2030 as well as the National Strategy for Mapping, Exploring, and Characterizing the US EEZ.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

- **NOAA Cooperative Institutes (CI):** NOAA supports 16 CIs consisting of 80 universities, and research institutions across 33 states, the District of Columbia, U.S. Territories, and Canada conducting research supporting NOAA's mission. They are selected through a competitive process and most are co-located with NOAA Research laboratories.
- **National Sea Grant College Program:** A partnership between universities and NOAA, the Sea Grant network consists of 34 Sea Grant programs located in every coastal and Great Lakes state, Puerto Rico, Lake Champlain, and Guam.
- **Cooperative Science Centers (CSC):** Each CSC is a consortium of academic institutions led by a Minority Serving Institution (MSI). The centers train students in core NOAA mission fields: Atmospheric sciences and meteorology, earth system sciences and remote sensing technology, coastal and marine ecosystems, and living marine resources.
- **Climate Adaptation Partnerships (CAP) Program:** Thirteen CAP research teams around the country as well as CAP activities in the U.S Caribbean and Southeast help build the capacity of those seeking to prepare for the impacts of climate variability and change.
- **Interagency Partnerships:** OAR frequently partners with agencies such as U.S. Navy, NASA, NSF, DOE, BOEM, USGS, and USACE, and participates in many interagency groups like the Interagency Council for Advancing Meteorological Services, U.S. Global Change Research Program, the Subcommittee for Ocean Science and Technology, and the Great Lakes Research Initiative.



- **Public-private partnerships:** OAR houses the Technology Partnerships Office, which has a portfolio of active Cooperative R&D Agreements spanning NOAA's mission. OAR is instrumental in developing partnerships with private research organizations.
- **Federal Advisory Committees:** National Sea Grant Advisory Board, Ocean Exploration Advisory Board, NOAA Science Advisory Board (advises all of NOAA), and Ocean Research Advisory Panel (advises the Ocean Policy Committee).

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

Upcoming OAR-Relevant Legislation: OAR does not have an organic act but is authorized through multiple pieces of legislation. The following bills have either been moving through the current Congress or are likely to move quickly at the beginning of the 119th Congress.

- **H.R.6093 Weather Act Reauthorization of 2023**, including the **National Integrated Drought Information System (NIDIS) Reauthorization Act of 2023**, passed the House and has been referred to the Senate.
- **S.2645, the Preventing HEAT Illness and Deaths Act** was reported out of the Senate Commerce Committee in July 2023.
- **S.4343, the Fire Ready Nation Act**, was reported out of committee.
- The **FORECASTS Tracking Act of 2024** was introduced in the Senate.

Upcoming Public Releases:

- Acceptance and Allocations made on 2nd HPC System at NOAA Environmental Security Computing Center (NESCC), expected FY25 Q2
- The Arctic Research Program is contributing to the updated NOAA Arctic Vision & Strategy, expected FY25 Q1
- A Memorandum of Understanding with the National Center for Atmospheric Research (NCAR) will be released, expected FY25 Q2

Awaiting Decisions (first 100 days from 1/20/25) None at this time.

Quick Wins (first 100 days from 1/20/25)

- Publication of the Annual NOAA Science Report.
- Climate Change Adaptation and Resilient Infrastructure Report.
- Western Hydroclimatology Program Plan.
- Western Hydroclimatology Study
- Continuity of Atmospheric Observations
- Earth's Radiation Budget Research Agenda.
- Mauna Loa Observatory access road reopening after Mauna Loa erupted in 2022

Agency Review Team Points of Contact

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NOAA National Environmental Satellite, Data, and Information Service (NESDIS)

Mission

To provide secure and timely access to global environmental data and information from satellites and other sources to promote and protect the nation's security, environment, and economy.

Locations and Workforce Demographic Trends

Overall Workforce: 984 federal employee positions (FY24 funded); 1,987 contractor positions.

- ~ 733 federal employees as of July 1, 2024. Headquarters: Silver Spring, MD, 251 federal employees as of July 1, 2024. Field Offices: 10 field offices outside of Silver Spring, MD

Historical Total Staffing Levels (Funded Positions - Not Actuals)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget*	FY 2025 President's Budget*
799	867	851	984	976

*FY24 and FY25 staffing levels represent the total funded positions (actual + vacant)

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$1,513.9	\$1,598.5	\$1,706.3	\$1,802.0	\$2,138.2

Principal Responsibilities

NESDIS provides critical timely access to global environmental space-based and ground-based data, products, and services, and in the process develops and maintains large capital assets with multi-decadal development and operating lifetimes. Along with developing, launching, and operating the Nation's weather and environmental observational satellites 24/7, NESDIS manages the product development and distribution of NOAA and partner satellite data, archives environmental data, and provides numerous environmental and resource reports for commercial, state, tribal, regional, national, and global users. The NESDIS FY 2025 budget request provides \$2,138.2 million (\$334 million increase from FY 2024 enacted) for the following:

Office of Low Earth Orbit (LEO) Observations (FY24: 88 Positions \$420.91M; FY25: 72 Positions \$410.847M): The Office of Low Earth Orbit (LEO) Observations includes two programs: the Polar Weather Satellites (PWS) and the Near Earth Orbit Network (NEON). PWS covers the Joint Polar Satellite System (JPSS), which includes three on-orbit satellites and two satellites in development (JPSS-3 and JPSS-4). JPSS-4 is set to launch in 2027, and JPSS-3 in 2032. Over 90 percent of the data used in NWS numerical weather prediction models come from polar-orbiting satellites operated by NOAA and leveraged from international partners. The next



generation LEO program, the Near Earth Orbit Network (NEON) Program, will provide data continuity beyond JPSS while addressing new observational requirements more quickly than previous NOAA satellite missions by exploiting commercial investment. NEON's first project is the QuickSounder Project, a pathfinder project demonstrating that operational observations can be obtained with a small, commercial-based satellite on a compressed schedule.

Office of Geostationary Earth Orbit Observations (GEO) (FY24: 86 Positions \$561M; FY25: 85 Positions \$881.903M): The Office of Geostationary Earth Orbit (GEO) Observations manages the Geostationary Operational Environmental Satellites – R Series (GOES-R) and Geostationary Extended Observations (GeoXO) programs. The four-satellite GOES-R Series (GOES-R/S/T/U), started in 2000 and extends through 2036, provides advanced imagery and atmospheric measurements of Earth's weather, oceans and environment, real-time mapping of lightning activity, and improved monitoring of solar activity and space weather. A constellation of two satellites and on-orbit back up, GOES-East and West, provide continuous monitoring of severe storms, tropical cyclones, volcanic eruptions, fire hot spots, cloud and atmospheric moisture changes, lightning, and atmospheric smoke and dust. The next-generation GeoXO will improve observations for weather forecasting and provide new ocean color and atmospheric measurements. GeoXO program will extend from 2020 through 2055, with the first launch planned for 2032.

Office of Space Weather Observations (SWO) (FY24: 65 Positions \$248.806M; FY25: 76 Positions \$276.489M): The Office of Space Weather Observations (SWO) develops and deploys operational satellite systems that study space weather and safeguard society. The Space Weather Follow On (SWFO) program sustains NOAA's foundational set of space-based space weather observations and measurements to ensure continuity of critical data. The Space Weather Follow On-Lagrange 1 (SWFO-L1) mission, which is scheduled to launch in FY 2025 as a rideshare on NASA's Interstellar Mapping and Acceleration Probe (IMAP) mission, will establish operational capability and continuity of space weather observational requirements with multiple platforms. The SWFO-L1 observatory includes a Compact Coronagraph (CCOR) and Solar Wind instrument suite. The Space Weather Next (SW Next) program, also within SWO, will maintain and extend space weather observations from a range of different observing points selected to most efficiently provide the comprehensive knowledge of the Sun and the near-Earth space environment. SW Next will ensure continuity for the capabilities from the SWFO Program, and is currently in formulation.

Office of Common Services (OCS) (FY24: 77 Positions \$114M; FY25: 78 Positions \$120.527M): The Office of Common Services (OCS) works to maintain and advance agile, scalable, and efficient solutions to make sure that satellite data gets to users through the development and utilization of cloud based infrastructure and services. OCS plans and executes common services for NOAA's satellite, data, and information capabilities. These are critical to acquiring, processing and managing the environmental data from NOAA's satellite missions, for facilitating access to non-NOAA domestic and international satellites and commercially-acquired data, and for stewarding and providing long-term products and services for all approved NOAA and external partner data. OCS focuses on 4 mission areas: Emerging Technology, Systems and Infrastructure, Software Engineering, and Product Portfolio Management

Systems Architecture and Engineering (SAE) (FY24: 40 Positions \$66.9M; FY25: 42 Positions \$48.5M): The NESDIS Office of Systems Architecture and Engineering (SAE) serves as the lead systems engineer and architect for NESDIS and the broader NOAA remote-sensing, data, products and services enterprise. SAE provides a systematic approach to requirements, satellite architecture planning, and systems engineering, and provides better focus on resources required to improve mission success in the early phases of mission formulation. This approach is



used to provide critical business information and analysis to support NOAA and NESDIS' strategic observing system investment planning.

Office of Satellite and Product Operations (OSPO) (FY24: 344 Positions \$249.663M; FY25: 326 Positions \$262.48M): On a 24x7 basis, the Office of Satellite Products and Operations (OSPO) collects, processes, and distributes environmental satellite data and derived products about Earth's weather, atmosphere, oceans, land, and near-space conditions to domestic and foreign users. OSPO manages and directs the operation of the central ground facilities which ingest, process, and distribute environmental satellite data and derived products to domestic and foreign users. OSPO maintains a continuous and reliable stream of satellite data and products. OSPO maintains facilities in Barrow and Fairbanks, Alaska; Wallops, Virginia; Fairmont, West Virginia; and Suitland, Maryland. It also leverages ground stations in Svalbard, Norway and McMurdo, and Alaska.

National Centers for Environmental Information (NCEI) (FY24: 202 Positions \$70M; FY25: 210 Positions \$73.29M): NCEI is the Nation's leading authority for environmental data—providing environmental data, products, and services covering the depths of the ocean to the surface of the sun to drive resilience, prosperity, and equity for current and future generations. Along with managing NOAA's archive of environmental information, NCEI conducts research on and monitors the environment and helps you access and use the data. NCEI environmental information and tools enable people, businesses, and public entities to make informed, data-driven decisions.

Product Development, Readiness & Application (PDR&A) (FY24: 82 Positions \$59.25M; FY25: 87 Positions \$60.74M): PDR&A supports the Center for Satellite Applications & Research (STAR) office within NESDIS. STAR provides technical capabilities enabling state-of-the-art satellite-based information delivery to NOAA and partner missions. It transforms raw observations and data into information products and services to support NOAA's mission. The office also supports development of NOAA sensors and missions.

Summary of Major Organizational Improvement Initiatives in FY 2025

The NESDIS FY 2025 request provides investments for:

Next generation systems, which are essential to NOAA's ability to meet the Nation's needs.

- **Common Ground Services: Data-source Agnostic Common Services (DACS)** - The prime DACS initiative is the NESDIS Common Cloud Framework (NCCF), a program which will deliver a common cloud platform to meet NOAA's data holding growth while expanding data access.
- **GeoXO Mission Development** - NOAA continues the development of the Geostationary Extended Observations program, advancing NOAA's weather, ocean, and climate observational capabilities to support U.S. forecasting and prediction operations.
- **Near Earth Orbit Network (NEON) Mission Development** - NOAA continues the development of the NEON program, set to replace JPSS.
- **Space Weather Next (SW Next) Mission Development** - SW Next will provide continuity for the critical capabilities of DSCOVR, GOES-R Series, and NOAA POES.

Innovative Product Development that improves responsiveness and understanding of critical high impact events such as wildfires and smoke, floods, hurricanes, ocean temperature and conditions etc. These activities include:

1. Development of NESDIS Next Generation Fire System (NGFS);
2. Improving Information Products & Systems for Extreme Precipitation;



3. Demonstrating Improved Delivery and Industry Uptake of Climate Data and Information through the NCEI Industry Proving Grounds, a project that is designed to increase engagement and co-development of products and services with three sectors (engineering, reinsurance, and retail);
4. Regional Information and Monitoring through NOAA's Regional Climate Services Program

Strategic Partnerships, Key Stakeholders, and Interagency Groups

International Partnerships: Strategic and sustained international and interagency partnerships enable NESDIS to meet NOAA's mission goals in an efficient and cost-effective manner; lead the coordination of global Earth observations; expand the use of NOAA data and information globally; and advance U.S. foreign policy objectives abroad. Our most critical international partners are the European Organisation for the Exploitation of Meteorological Satellites, Indian Space Research Organization, Taiwan Space Agency, and the Japan Meteorological Agency. NESDIS also advances NOAA and U.S. government interests through leadership roles in international organizations, namely: Coordination Group for Meteorological Satellites, the Group on Earth Observations and the Committee on Earth Observing satellites.

Interagency Partnerships: NOAA also partners with other federal agencies, including the National Aeronautics and Space Administration (NASA), the Department of Defense, and the U.S. Coast Guard, in multiple areas of remote sensing applications from space.

Interagency Groups: NESDIS supports NOAA and the Department of Commerce for activities related to the National Space Council, the National Science and Technology Council and other relevant bodies.

Commercial Stakeholders: NOAA's Commercial Space Policy directs NESDIS to explore commercial data for improving meteorological models and meeting Earth observation needs. Through its Commercial Data Program, NESDIS partners with the commercial sector for pilot projects and operational satellite data services to enhance forecasts and reduce system risk. Over 80% of NESDIS's satellite acquisition budget is contracted with major aerospace companies, while many U.S. industries rely on NESDIS data to create downstream products and services.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- No major congressional or media issues are expected.

Key issues that could arise in first 100 days include:

- **GeoXO:** NESDIS request for full support for the GeoXO program. This support is necessary to develop the East, West, and Central satellite constellation and full instrument series with an on-track first launch estimated in 2032.
- **Spectrum:** NOAA's mission relies on specific radio frequencies for satellite data collection and operations. These frequencies are crucial for accurate weather forecasts and environmental monitoring. As Congress and the administration assess the management of spectrum, NOAA and DOC must emphasize the importance of interference-free spectrum access to key stakeholders (NTIA, FCC, OSTP, NSPc, and Congress).

Awaiting Decisions (first 100 days from 1/20/25)

- No major satellite program milestones in the first 100 days.



Quick Wins (first 100 days from 1/20/25 through April 1, 2025)

- **GOES-19 will become fully operational in April 2025** following successful on-orbit checkout, ahead of the 2025 hurricane season.
- **SWFO-L1 to ship to Florida.** The SWFO-L1 satellite will launch in April 2025 as a rideshare with NASA's IMAP, pending development delays. It will be shipped from BAE Systems facilities in Colorado to Florida in February 2025.

Agency Review Team Points of Contact

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Office of Marine and Aviation Operations (OMAO)

Mission

To safely deliver effective Earth observation capabilities, integrate emerging technologies, and provide a specialized, flexible, and reliable team responsive to NOAA and the nation.

Locations and Workforce Demographic Trends

OMAO, headquartered in Silver Spring, MD, operates through a national network of Ship, Aircraft, and Uncrewed Systems Operations Centers.

- **Aircraft Operations:** OMAO operates ten aircraft out of the Aircraft Operations Center (AOC) in Lakeland, FL at the Lakeland Linder International Airport.
- **Marine Operations:** OMAO operates a fleet of 15 research vessels homeported along the coasts of the continental United States, Alaska, and Hawaii. Ships in the Atlantic are managed by the Marine Operations Center-Atlantic (MOC-A) in Norfolk, Virginia. Ships in the Pacific are managed by the Marine Operations Center-Pacific (MOC-P) in Newport, Oregon. Ships located in Hawaii are managed by the Marine Operations Center-Pacific Islands (MOC-PI).
- **Uncrewed Systems Operations (UxS):** OMAO's UxS Operations Center is located at OMAO headquarters in Silver Spring, MD. The UxS Operations Center has an Uncrewed Aerial Systems (UAS) Section located at AOC. An Uncrewed Marine Systems (UMS) Section will be stood up in Gulfport, MS in the coming months.
- **Headquarters:** OMAO headquarters supports OMAO activities through a variety of functions such as management, administrative support, budget, international activities, Congressional affairs, communications, and IT support.

Historical Total Staffing Levels (Positions):

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
902	1,024	1,076	1,247	1,388

Budget Trend – Appropriations (\$ in Millions):

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$378.7	\$461.5	\$468.0	\$472.4	\$533.6



Principal Responsibilities

Aircraft Operations (FY 2024 Enacted - \$41.4 million; FY 2025 Request - \$48.4 million)

NOAA's Aviation Operations and Aircraft Services provide scientists with airborne platforms equipped with comprehensive data collection systems capable of assessing severe weather, coastal and marine resources, and dynamic ecosystems. Among their many missions, NOAA's highest profile missions are likely the "Hurricane Hunters" which fly into hurricanes to help predict their track and intensity. NOAA's diverse and versatile aircraft also collect snow water equivalent measurements for forecasting water supplies and spring flooding, species data critical to managing commercial and recreational fish stocks, and air chemistry data critical for public health. NOAA aircraft can carry specialized sensors for coastal mapping and shallow water bathymetric data collection, providing essential data to nautical charting and safe navigation.

Marine Operations (FY 2024 Enacted - \$229.5 million; FY 2025 Request - \$250.1 million)

Marine Operations and Maintenance supports centralized management for NOAA's research and survey vessels, which operate worldwide and support multiple missions, including fisheries research, nautical charting, and ocean research. Given the diverse portfolio of NOAA Line Office Program requirements and responsibilities, a single vessel type cannot meet all of NOAA's mission requirements. Thus, NOAA ships range from large oceanographic research vessels capable of exploring the world's deepest oceans to smaller ships responsible for charting the shallow bays and inlets of the United States.

Uncrewed Systems Operations (FY 2024 Enacted - \$21.5 million; FY 2025 Request - \$21.3 million)

The Uncrewed Systems (UxS) Operations Center provides centralized UxS management and standardization of safety, training, inspections, and operational reviews. It is responsible for the strategic planning of UxS acquisition and operations within NOAA, consistent with NOAA's priorities and data needs. UxS technology encompasses a wide range of platforms, from very small UxS, such as uncrewed aerial drones, to large multi-million dollar surface and underwater marine systems designed to operate in remote locations for extended periods of time. UxS include Uncrewed Aircraft Systems (UAS), surface and submerged Uncrewed Maritime Systems (UMS), and Remote Operated Vehicles. The technology and operationalization of UxS continue to evolve rapidly. These systems are invaluable in supporting NOAA prioritized mission requirements such as hydrographic and habitat mapping, fishery stock assessment, and oceanographic and atmospheric observations that support weather forecasting and extreme weather events.

NOAA Commissioned Officer Corps (FY 2024 Enacted - \$66.3 million; FY 2025 Request - \$87.8 million)

The NOAA Corps is one of the Nation's eight uniformed services. It is a highly specialized workforce component with the skills to plan, prepare, and execute the acquisition of environmental and scientific data on land, at sea, and in the air. NOAA Corps officers lead with competence, safety, and respect as they command NOAA's fleet of ships and aircraft.

Fleet Capital Improvements and Technology Infusion (FY 2024 Enacted - \$28.0 million; FY 2025 Request - \$28.0 million)



Fleet Capital Improvements and Technology Infusion allow NOAA to plan and perform cyclic depot-level capital investments across the fleet, designed to maintain and extend the service life of NOAA's vessel and aircraft fleet. It ensures that the required upgrades to aircraft and shipboard systems and mission equipment comply with safety requirements and the needs of the programs. Aircraft and ships receive regular upgrades and replacements of mission support equipment and technology infusions, such as data processing and storage capacity, multibeam sonars, and sensors.

Vessel Recapitalization and Construction (FY 2024 Enacted - \$75.0 million, FY 2025 Request - \$75.0 million)

Acquisition of new ships customized to most efficiently meet NOAA's missions is the best way for NOAA to reliably and consistently sustain its at-sea data collection capability. NOAA's Fleet Plan, released in 2016 and with a 2024 update currently under review, assesses NOAA's at-sea observational infrastructure needs to carry out its mission of protecting lives, livelihoods, and living marine resources and their habitats for the American public. It identifies an integrated approach consisting of best management practices and long-term recapitalization levers to extend and sustain capabilities. The plan includes the critical long-term strategy of designing and constructing up to eight new ships specifically designed to meet NOAA core capability requirements based on mission and activities.

Aircraft Recapitalization and Construction (FY 2024 Enacted - \$7.0 million, FY 2025 Request - \$21.0 million)

NOAA's highly specialized aircraft fleet is vital in providing observational and analytical data in support of hurricane, water supply and weather forecasting, nautical charting, and fisheries management. Aircraft recapitalization is necessary for NOAA to maintain its fleet of aircraft operational and to continue to provide essential services to the Nation. The NOAA Aircraft Plan, released in 2022, evaluates the status of NOAA aircraft and identifies the current and future airborne capabilities required to meet NOAA's public safety, economic, and stewardship missions. It presents a plan for ensuring future airborne data collection requirements are met by constructing four new C-130J and two new G-550 Hurricane Hunter aircraft and two additional light aircraft specifically modified to meet NOAA's current and emerging airborne requirements.

Summary of Major Organizational Improvement Initiatives

- Acquisition of the most advanced airborne crewed platform for environmental observations, two high-altitude jets (G-550).
- Awarded C-130J contract to start the acquisition of two critical, next generation Hurricane Hunters.
- Acquisition of the Class A and B vessels to support NOAA's *in situ* environmental observations.
- Largest BOTC class, co-educated with Coast Guard, to date.
- Third ever NOAA Corps Officer to attain Vice Admiral.
- New MOC-A facility under construction and other portside infrastructure improvements to increase efficiency and resiliency of the fleet.



Strategic Partnerships, Key Stakeholders, and Interagency Groups

- **Department of Homeland Security - U.S. Coast Guard (USCG):** Initial training for all NOAA Commissioned Officers begins with a 12-week Basic Officer Training Class (BOTC) held at the USCG Academy in New London, Connecticut. NOAA Corps officers also serve as NOAA liaisons to the USCG Headquarters. They identify potential conflicts or benefits issues for analysis and evaluation, conduct appropriate assessments and studies, and serve as the interface between NOAA and the USCG.
- **Department of Defense - U.S. Pacific Command and U.S. Northern Command, and U.S. Navy:** NOAA Corps officers serve as NOAA liaisons to many areas within DoD when NOAA has a significant interface. A NOAA Corps Officer is linked closely with the activities within these regions allowing for identification of opportunities and cooperation between DoD and NOAA.
- **National Science Foundation** - NOAA and the National Science Foundation through the University-National Oceanographic Laboratory System (UNOLS) partner on ship time and share best practices for managing their respective fleet.
- **Inter-agency Working Group on Facilities and Infrastructure**— Composed of federal oceanographic facilities managers, the Interagency Working Group on Facilities and Infrastructure (IWG-FI) advises the National Science and Technology Council, Subcommittee on Ocean Science and Technology on policies, procedures, and plans relating to oceanographic facility use, upgrades, and investments. The IWG-FI is in the process of finalizing the Federal Oceanographic Fleet Plan.

Potential congressional or media issues (first 100 days from 1/20/25)

- Upcoming OMAO-Relevant Legislation: The following bills have either been moving through the current Congress or are likely to be introduced and move quickly at the beginning of the 119th Congress: Coast Guard Reauthorization/NDAA; Weather Act; NOAA Organic Act.
- Upcoming Public Releases: 2024 Update to the Fleet Plan

Awaiting Decisions (first 100 days from 1/20/25)

- None at this time.

Quick Wins (first 100 days from 1/20/25)

- G550 arrival at Aviation Operations Center and preparation for 2025 hurricane season.
- End of hurricane season, beginning of Atmospheric Rivers season.

Agency Review Team Points of Contact

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National Oceanic and Atmospheric Administration (NOAA) Mission Support Staff Offices

Office of the Chief Information Officer (OCIO)

Office of the Chief Financial Officer (OCFO)

Office of the Chief Administrative Officer (OCAO)

Office of Acquisition and Grants Management (AGO)

Office of Human Capital Services (OHCS)

Office of Inclusion and Civil Rights (OICR)

Mission

NOAA mission support offices deliver a range of services and support, working directly with NOAA line offices to enable NOAA's mission and benefit the American public.

Locations and Workforce Demographic Trends

Office	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
OCIO	92	89	115	126	126
OCFO	181	171	177	211	221
OCAO	106	98	96	113	118
AGO	58	63	60	81	70
OHCS	91	93	87	110	107
OICR*	9	9	9	15	10

*In 2019 OICR became a separate staff office reporting to DUSO, previously it was the NOAA Civil Rights Office and a component of OCAO.

**Includes staffing from Staff Office direct discretionary annual funding

**Budget Trend – Appropriations (\$ in Millions)**

Total Budget (Not Including Internal Transfers)	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
OCIO	\$42.2	\$45.1	\$50.2	\$50.0	\$51.2
OCFO	\$49.3	\$53.1	\$56.8	\$53.7	\$58.2
OCAO	\$85.3	\$104.0	\$142.3	\$110.9	\$137.9
AGO	\$16.4	\$17.1	\$17.8	\$17.7	\$18.2
OHCS	\$21.9	\$22.8	\$23.7	\$23.6	\$24.3
OICR*	\$1.9	\$2.0	\$4.5	\$4.5	\$4.6



Office of the Chief Information Officer

Principal Responsibilities: The [NOAA Office of the Chief Information Officer and High Performance Computing and Communications \(OCIO/HPCC\)](#) is responsible for oversight of all NOAA information and information technology (IT) resources and provision of mission-enabling enterprise services to include Cyber Security, Networking, Open Data, High Performance Computing and Communications (HPCC), Identity Management, Radio Frequency Management, Internal Risk Management (includes research security), and the Office of Emergency Management. OCIO also includes the Chief Data Officer, with NOAA enterprise data governance and management responsibilities, as well as leadership of privacy, FOIA, Paperwork Reduction Act, and Information Quality Act activities; the Chief Technology Officer, with artificial intelligence and technology initiative leadership responsibilities; and the Geospatial Information Officer.

Summary of Major Organizational Improvement Initiatives: OCIO contains the NOAA cloud program office, which coordinates and accelerates NOAA's transition to the cloud while maintaining cyber security standards and advancing efficiency in IT services. The Cyber Security Division is leading zero-trust architecture implementation and AI-based security operations to address increasing threats to NOAA's missions. In collaboration with NOAA science and staff office leadership, OCIO supports the adoption of artificial intelligence across NOAA missions and mission support functions. In managing the HPCC program, OCIO leads the implementation of expanding research and development (R&D) modeling capacity on premise and cloud-based, supporting the research-to-operations transition of advances in weather forecasting, climate projection, and coastal and marine resources management. The Radio Frequency Management Division leads NOAA to improve its management of assigned federal radio-frequency spectrum and represents NOAA in regulatory processes to protect NOAA spectrum-dependent missions while supporting federal regulators and the national spectrum strategy aims to make increasing amounts of RF spectrum available for commercial use. The NOAA N-Wave Program modernizes telecommunication infrastructure and service delivery across NOAA and among other Commerce Department operating units, providing cost avoidances and increased reliability, supporting mission advances and cloud-based operations, and expediting the agency's Enterprise Infrastructure Solutions (EIS) transition.

Strategic Partnerships, Key Stakeholders, and Interagency Groups: Represents DOC and partners with NASA and NSF to ensure adequate access to radio spectrum for remote sensing and other Earth science operations. Participates in the National Science and Technology Committee (NSTC) subcommittee on the Future Advanced Computing Environment and the Networking and Information Technology Research and Development subcommittee. NOAA partners with three major cloud providers, Google Cloud Platform; Microsoft Azure; and Amazon Web Services, to disseminate NOAA public data at minimal cost. Established an Alaska Region Technology Interchange Consortium with state/federal agencies, tribal nations, non-profit and science, research and education organizations to collaborate on broadband and network initiatives including creation of an Alaska Peering Exchange that will enable intra-Alaska internet connectivity without leaving the State of Alaska.

Telecommunications routing security was identified as a strategic objective (4.1) in the National Cybersecurity Strategy. Through collaboration with the American Registry for Internet Numbers (ARIN) and government entities such as NTIA, NIST, and the White House Office of the National Cybersecurity Director, NOAA's N-Wave program is leading the federal government in implementing Internet routing



security and has published a playbook as a step-by-step guide to help federal agencies achieve this critical objective.

The N-Wave director holds leadership roles within the Cloud and Infrastructure community of practice and the Ipv6 Task Force which are executing actions from the federal CIO council, building direct relationships with DOJ, GSA, OMB, the DHS, Cybersecurity and Infrastructure Security Agency, while providing government-wide guidance and collaboration.

In HPCC, NOAA OCIO works with the Department of Energy's Oak Ridge National Laboratory, the University of Mississippi, the GSA and the West Virginia High Technology Foundation to address the computer science, facilities and operational challenges of expanding R&D HPC support to NOAA.

The NOAA Chief Data Officer represents the Commerce Department on the Federal Geographic Data Committee, the National Geospatial Advisory Council, and actively supports the Federal CDO Council.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25):

Congressional cuts (\$18.5M) to the HPCC budget line in FY24 and the House & Senate marks for the FY25 President's budget jeopardize NOAA's ability to maintain the level of HPCC capacity (and the R&D it supports) achieved with DSRA, BIL and IRA funding.

The National Spectrum Strategy is progressing studies on the feasibility of reallocating spectrum within the 7125 - 8400 MHz band. For NOAA, this is an essential band as it includes satellite uplink (earth to satellite) and sensor data downlink (satellite to earth) capability for the majority of NOAA satellites including GOES-R, GeoXO, JPSS-1, JPSS-2/3/4, SNPP, Jason-CS, Oceansat-3.

Awaiting Decisions (first 100 days from 1/20/25):

None at this time.

Quick Wins (first 100 days from 1/20/25):

DSRA funding for HPCC may result in a new system added to the Fairmont, WV data center.



Office of the Chief Financial Officer

Principal Responsibilities: The [Office of the Chief Financial Officer \(OCFO\)](#) is responsible for the financial leadership of NOAA and its primary duty is to uphold strong financial management and accountability while providing timely, accurate, and reliable financial information and enhancing internal control. The areas under the direction of the OCFO are Budget, Finance, Performance, Risk Management, Social Science and Program Integration.

Summary of Major Organizational Improvement Initiatives:

Over the last four years, OCFO has implemented four (4) major organizational improvements:

1. In 2024, the DOC Office of Budget-NOAA Budget Team received a Bronze Medal for achieving the first on-time submission of the NOAA budget to Congress in over 12-years, as part of the FY25 President's Budget Submission.
2. In 2021, NOAA's Program Integration Office (PIO) was established. PIO is responsible for planning and managing the design, development, implementation, and transition of key cross-cutting Departmental and NOAA enterprise systems, including the Business Applications Solutions (BAS) implementation project.
3. In 2023, OCFO's Finance Office trailblazed the Business Applications Solution (BAS) Program is a department/bureau-wide modernization effort to deploy a suite of commercial off-the-shelf (COTS) software systems to integrate our financial, acquisitions, property, and core business management applications and processes in support of our mission.
4. In 2023, NOAA received the Association of Federal Enterprise Risk Managers (AFERM) Luminary Award for excellence in Federal Risk Management for the Bureau's expertise in maturing its risk program to an advanced level. OCFO's Performance, Risk and Social Science Office continues to lead NOAA's transition to automated solutions using Smartsheet for reporting and leadership decision-support of administrative data related to project, risk and performance management.

Strategic Partnerships, Key Stakeholders, and Interagency Groups: To promote understanding and support of NOAA's finance and budget initiatives, the OCFO works closely with the Department of Commerce, Congressional appropriations staff, the Office of Management and Budget, and external stakeholders including BEA and OSTP:

1. The Bureau of Economic Analysis (BEA) has been collaborating with NOAA to produce the [Marine Economy Satellite Account \(MESA\)](#) to develop statistics for all U.S. economic activity directly dependent on the oceans, coasts, and major water bodies such as the Great Lakes to provide critical decision making information for businesses and industry groups.
2. NOAA is implementing the Office of Science and Technology (OSTP) [National Strategy to Develop Statistics for Environmental-Economic Decisions](#) with the development of the first US Marine Natural Capital Account including the expansion of the MESA to include the economic sectors dependency on natural capital.



Any Potential Congressional or Media Issues (first 100 days from 1/20/25):

The implementation of BAS.

Awaiting Decisions (first 100 days from 1/20/25):

Administration priorities to create an FY26 budget.

Quick Wins (first 100 days from 1/20/25):

1. FY26 President's Budget: targeted for February 2025.
2. FY26-30 Department Strategic Plan: targeted draft for June 2025.
3. BAS: Continued stabilization.
4. BIL/IRA: Continued execution and evaluation, including grant awards.



Office of the Chief Administrative Officer

Principal Responsibilities: The NOAA Office of the Chief Administrative Officer (OCAO) is responsible for providing oversight, technical expertise and critical support services for the stewardship of NOAA's assets & infrastructure. The office is committed to quality, integrity, and excellence in the support of its customers and the well-being of NOAA employees.

Summary of Major Organizational Improvement Initiatives: NOAA completed the Regional Footprint Studies as part of the NOAA 2030 Footprint Initiative and has published the first NOAA Facilities Strategic Plan in July 2024. NOAA continues to perform Business Case Analysis (BCAs) studies for NOAA locations, including finalizing the study for the Northeast and Southeast regions. These studies provide a range of options to align infrastructure and improve mission execution, strengthen partnership with academia and industry, and consolidate resources to reduce costs and improve operating efficiencies. All options are pre-decisional and do not represent a final plan.

Strategic Partnerships, Key Stakeholders, and Interagency Groups: The NOAA Facilities Council, NOAA CFO Council, and NOAA Executive Panel determine facilities investment funding priorities.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25): None at this time.

Awaiting Decisions (first 100 days from 1/20/25): Northwest Fisheries Science Center (NWFSC) Montlake Laboratory facilities, constructed from 1931 - 2007, have become functionally deficient and obsolete. Highway expansion immediately adjacent to the site is creating significant impact to mission, with more construction planned from 2023 to 2029. NOAA is working with the General Services Administration to commence the lease acquisition process for a facility that will meet NWFSC requirements in the Seattle area.

Currently, NOAA has support from Congress to fund capital projects given ongoing planning efforts and early information on the results of regional studies. We must continue to support capital funding initiatives in FY 2025 budget proposals to sustain momentum to replace an unaffordable, aging portfolio and reduce operating and maintenance costs.

Quick Wins (first 100 days from 1/20/25): NOAA's Facilities Investment Planning process engages all NOAA Line Offices in methodical review and analysis of facility conditions, lease expiration and disposal needs to categorize the needs in terms of Maximum, High, Moderate, or Minimum risk. This process culminates in ranking all NOAA facility capital investment needs in priority order to guide NOAA in budget planning and programming exercises annually. There is a real need to champion continued investment into NOAA facilities to ensure that we can attract top talent and that are equipped to continue delivering the science and services to the nation.



Acquisition and Grants Office

Principal Responsibilities: The [NOAA Acquisition and Grants Office \(AGO\)](#) is responsible for providing high-value services to NOAA Line and Staff Offices on time, and at the best value to the government through the planning, solicitation, award, administration, and closeout of nearly 25,000 acquisition and financial assistance transactions annually. NOAA's ability to accomplish its mission and achieve its goals depends significantly on AGO's ability to process over \$3 billion annually in accordance with statutory and regulatory requirements.

Summary of Major Organizational Improvement Initiatives: Participating in all transition activities related to BAS and GEMS (see below).

Strategic Partnerships, Key Stakeholders, and Interagency Groups: Engagement with the Department OAM and CFO on GEMS (new grants management system) and BAS (new financial management system to include new contract writing and procurement management system (PRISM)).

Any Potential Congressional or Media Issues (first 100 days from 1/20/25):

None at this time.

Awaiting Decisions (first 100 days from 1/20/25):

None at this time.

Quick Wins (first 100 days from 1/20/25):

None at this time.



Office of Human Capital Services

Principal Responsibilities: The [NOAA Office of Human Capital Services \(OHCS\)](#) provides NOAA with expert consultative services in the full range of human resource (HR) actions including workforce development, recruitment and hiring, executive resources management, labor and employee relations, administrative investigations, quality assurance, program performance, HR data modeling and analytics, employee and labor relations, retirement counseling and benefits, and personnel mentoring, coaching, training and career development. OHCS also supports NOAA to understand future workforce needs, predict skills and talents needed, develop and implement programs and approaches to address potential risks to achieving desired goals and achieve a balanced, diverse and modern workforce. OHCS delivers advanced strategic solutions that strengthen mission delivery by NOAA's science-based (Line Office) and supporting service (Staff Office) workforce.

Summary of Major Organizational Improvement Initiatives: OHCS is implementing AI (Artificial Intelligence) applications and processes to provide advanced HR analytics and improve NOAA workforce planning, billet selection, recruitment/hiring/retention, and labor and employee relations programs.

Strategic Partnerships, Key Stakeholders, and Interagency Groups: Within NOAA, OHCS senior human resource (HR) Business Partners (GS-15 level) lead teams of HR professionals who directly support each NOAA Line & Staff Office (LO/SO) and provide access to all HR services, policy and guidance.

Further, OHCS awarded a commercial contract to a small business in Aug. 2024 to conduct a first-of-its-kind, internal-to-NOAA study of HR functions, responsibilities and costs across the entire bureau in order to reveal best practices, reduce redundancies and achieve more optimal conduct of HR functions. This in-depth study is scheduled to conclude in July 2025 (FY25Q4).

External to NOAA, OHCS has a special relationship with DOC Enterprise Services Office (DOC ES) which provides HR transactional services (personnel actions, pay, benefit transactions) to NOAA personnel using contracted services and the contract for NOAA hiring and recruiting services. DOC ES has leaned heavily on OHCS to help develop the follow-on hiring and recruiting services contract for issuance in late FY25/early FY26.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25): None at this time.

Awaiting- Decisions (first 100 days from 1/20/25):
None at this time.

Quick Wins (first 100 days from 1/20/25): NOAA Virtual Career Fairs and Hiring Events (OHCS sponsors and executes); NOAA Mentoring Program, Leadership Competency Development Program, Honors Program, Rotational Assignment Program, Foundational Leadership and Mid Career Development Programs and Coaching Certification Program are all in session.



Office of Inclusion and Civil Rights

Principal Responsibilities: The [NOAA Office of Inclusion and Civil Rights \(OICR\)](#) is responsible for ensuring NOAA-wide compliance with EEO and Civil Rights laws, regulations, executive orders, and policies that prohibit discrimination on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, reprisal, and genetic information. OICR manages the agency's EEO compliance program for a federal workforce of almost 12,000. Pursuant to the Equal Employment Commission's Management Directive 715 (MD-715), OICR annually assesses the effectiveness of its affirmative employment programs, including identifying and eliminating barriers to employment. Additionally, OICR manages the agency's Diversity, Equity, Inclusion, and Accessibility (DEIA) program and oversees affirmative employment initiatives. To raise cultural awareness, OICR annually offers ten Special Emphasis Programs which focus special attention on certain groups that are not represented or have less than expected participation rates in specific occupational categories or grade levels within the agency's workforce. From an outreach perspective, OICR ensures NOAA's presence at affinity group conferences to attract underrepresented populations within the civilian labor force and further promote NOAA as an Employer Choice. To help offices assess their culture, OICR conducts Organizational Climate Assessments on behalf of leaders to gather information from the workforce based on employee perceptions that is used to identify practices that may have a negative impact on organizational effectiveness.

Summary of Major Organizational Improvement Initiatives: None at this time.

Strategic Partnerships, Key Stakeholders, and Interagency Groups:

Equal Employment Opportunity Commission EEOC
Department of Commerce Office of Civil Rights
NOAA Line and Staff Offices

Any Potential Congressional or Media Issues (first 100 days from 1/20/25):
NOAA's 2024 Report to Congress on Sexual Assault and Sexual Harassment (SASH) will likely be released during this timeframe.

Awaiting Decisions (first 100 days from 1/20/25): None at this time.

Quick Wins (first 100 days from 1/20/25): Depending on the content of the SASH report, NOAA should continue to show successes from instituting its SASH policy and program in 2024. If overall numbers of cases do not decrease, we can speak to all the efforts we have undertaken to date.



NOAA Mission Support APPENDIX A

Locations and Workforce Demographic Trends*

Office of the Chief Information Officer: Silver Spring, MD (HQ) ~ 6 federal employees

Field Offices/Locations: Albuquerque, NM: 1 federal employee; *Asheville, NC:* 3 federal employees; *Bloomington, IN:* 1 federal employee; *Boulder, CO:* 15 federal employees; *Cary, NC:* 1 federal employee; *Charleston-Naval-CS, SC:* 1 federal employee; *Conyers, GA:* 1 federal employee; *Des Moines, IA:* 1 federal employee; *Fairmont, WV:* 7 federal employees; *Grand Junction, CO:* 1 federal employee; *Honolulu, HI (Inouye Regional Center):* 2 federal employees; *Immokaliee, FL:* 1 federal employee; *Lacy, WA:* 1 federal employee; *Lakeland, FL:* 1 federal employee; *Las Vegas, NV:* 1 federal employee; *Mobile, AL:* 1 federal employee; *Mount Horeb, WI:* 1 federal employee; *Norfolk, VA (Norfolk Regional Center):* 5 federal employees; *Oxford, FL:* 1 federal employee; *San Diego, CA:* 1 federal employee; *Seattle, WA:* 6 federal employees; *White Lake, MI:* 1 federal employee; *Woods Hole, MA:* 1 federal employee

Office of the Chief Financial Officer: Silver Spring, MD (HQ), 181 federal employees, Seattle, WA, 12 federal employees.

Field Offices: Sacramento, CA 1 federal employee. St. Petersburg, FL 1 federal employee. Anchorage, AK 1 federal employee.

Office of the Chief Administrative Officer: Silver Spring, MD (HQ) - 69 federal employees

Field Offices: Kansas City, MO - 7 federal employees; Boulder, CO - 5 federal employees; Seattle, WA - 22 federal employees; Honolulu, HI - 8 federal employees

Acquisitions and Grants Office: Silver Spring, MD (HQ) - 23 federal employees

Remote across the United States: 284 federal employees

Office of Human Capital Services: Silver Spring, MD (HQ) - 101 federal employees

Field Offices: Kansas City, MO: 17 federal employees; Norfolk, VA: 4 federal employees; Boulder, CO: 4 federal employees; Seattle, WA: 6 federal employees; Ft. Worth, TX: 2 federal employees embedded with NWS (National Weather Service Southern Region HQ).

Office of Inclusion and Civil Rights: Silver Spring, MD (HQ) - 10 federal employees; Miami, Florida- 1 federal employee (remote)

*Locations and Workforce Demographic Trends represent staff that belong to the associated organization, while the figures in the Historical Total Staffing Levels table represent positions funded through each organization's direct discretionary appropriations as reflected in the Budget Trend - Appropriations table.

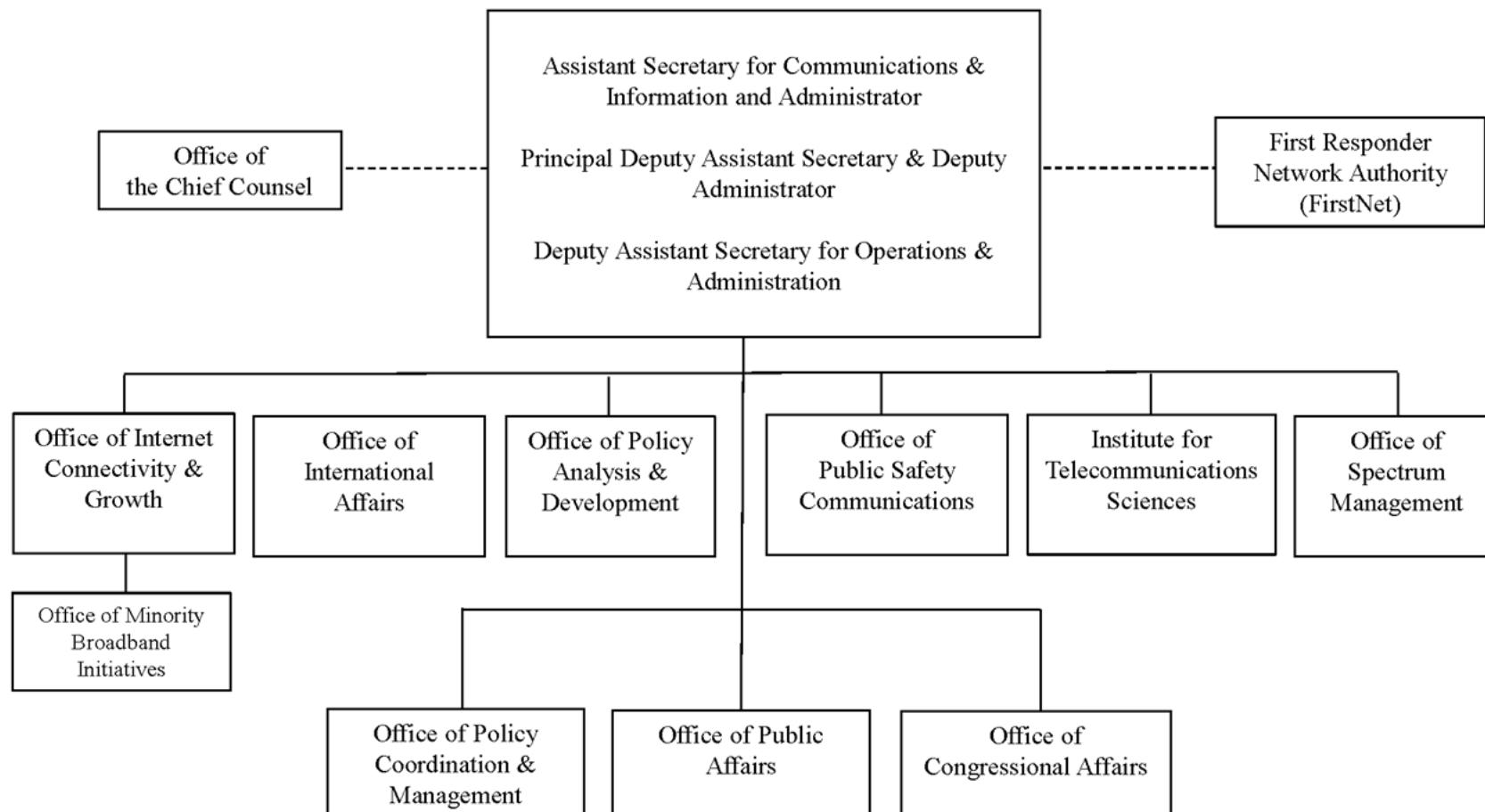


Agency Review Team Points of Contact

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National Telecommunications and Information Administration



Differences from effective DOO dated 8/13/21

1. Renamed the Deputy Assistant Secretary of Commerce for Communications and Information/Deputy Administrator to Principal Deputy Assistant Secretary of Commerce for Communications and Information/Deputy Administrator, congressional reprogramming approved July 2023
2. Established a new Senior Executive Service (SES) career position of Deputy Assistant Secretary for Operations & Administration (Operations DAS) and NTIA senior career official, congressional reprogramming approved July 2023
3. Office of Public Affairs added as a sub-division, prior to 2020



National Telecommunications and Information Administration (NTIA)

Mission

NTIA is the Executive Branch agency that advises the President on telecommunications and information policy issues. NTIA's programs and policymaking focus largely on expanding broadband Internet access and adoption in America, expanding the use of spectrum by all users, advancing public safety communications, and ensuring that the Internet remains an engine for innovation and economic growth.

Locations and Workforce Demographic Trends

Overall Workforce: 771 positions (541 NTIA and 230 FirstNet) federal employee positions

Headquarters: Washington DC area, 480 positions (371 NTIA and 109 FirstNet) for federal employees as of September 30, 2024.

Field Offices: Two field offices outside of Washington DC, 291 (170 NTIA and 121 FirstNet) positions as of September 30, 2024.

NTIA receives funding from multiple sources beyond direct appropriations. NTIA receives spectrum fees from federal users; enters into research and development reimbursable agreements with government entities and industry; and receives funding from mandatory, authorized programs with spectrum auction proceeds. The Infrastructure Investment and Jobs Act (IIJA) authorizes and funds several NTIA-administered grant programs supporting the expansion of broadband infrastructure and deployment across the United States. The CHIPS and Science Act of 2022 funds the NTIA-administered Public Wireless Supply Chain Innovation Fund.

Historical Total Staffing Levels (Positions)

Fund	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
Salaries & Expenses	122	134	184	167	171
Facilities Mgmt and Construction	0	0	0	1	1
Supplemental Grant Programs ¹	27	122	189	219	219
FirstNet	212	209	209	230	236
Reimbursable ²	129	158	169	154	154
Total	490	623	751	771	781

¹ Includes positions from the Broadband Connectivity Fund, Connecting Minority Communities Fund, Broadband Equity Access and Deployment program, Digital Equity, Middle Mile Deployment, and the Public Wireless Supply Chain Innovation Fund.

² Reflects obligations.



Budget Trends – Appropriations (\$ in Millions)

Fund	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
Salaries and Expenses	\$45.5	\$50.0	\$62.0	\$57.0	\$65.0
Facilities Management and Construction	-	-	-	\$2.0	\$2.0
Supplemental Grant Programs ³	\$1,585.0	\$46,150.0	\$550.0	\$550.0	\$550.0
First Responder Network Authority ⁴	\$71.2	\$91.8	\$101.2	\$277.2	\$284.2
Reimbursable ⁵	\$49.9	\$55.7	\$63.5	\$76.5	\$76.5
Total	\$1,751.6	\$46,347.5	\$2,126.7	\$962.7	\$977.6

Principal Responsibilities

The FY 2025 President's Budget includes \$67 million (\$65 million for Salaries and Expenses (S&E) and \$2 million for Facilities Management and Construction) to support NTIA's critical role of advising the President on communications and information policy issues. NTIA's programs and policymaking focus on expanding the availability of spectrum for all users, managing core spectrum programs effectively and efficiently, and identifying innovative approaches to increase spectrum access and spectrum sharing opportunities. This Budget provides the resources to ensure that the Internet remains an engine for continued economic growth, promotes a 21st century Internet economy in rural communities, and expands broadband Internet access and adoption in America.

NTIA's principal organizational units include six-line offices and FirstNet:

- Office of Internet Connectivity and Growth (OICG)
- Office of Policy Analysis and Development (OPAD)
- Office of International Affairs (OIA)
- Office of Spectrum Management (OSM)
- Institute for Telecommunication Sciences (ITS)
- Office of Public Safety Communications (OPSC)
- First Responder Network Authority (FirstNet)

³ Includes appropriations from the Broadband Connectivity Fund, Connecting Minority Communities Fund, Broadband Equity Access and Deployment program, Digital Equity, Middle Mile Deployment, and the Public Wireless Supply Chain Innovation Fund.

⁴ Reflects obligations.

⁵ Reflects obligations.



The Office of the Assistant Secretary, the Office of Policy Coordination and Management, the Office of Chief Counsel, Office of Congressional Affairs, and the Office of Public Affairs provide management and/or operational support.

Office of Internet Connectivity and Growth (OICG)

OICG ensures that affordable, reliable high-speed Internet service is available to everyone in America—and that they have the devices and digital skills to thrive in the modern digital economy. OICG facilitates equitable deployment, access, and adoption of broadband through a whole-of-government approach with other institutions that invest in broadband and digital inclusion, including federal agencies, states, Tribal nations, and the private sector, to expand high-speed Internet Access for All. OICG manages implementation of NTIA-administered broadband grant programs, totaling nearly \$50 billion: Broadband Equity, Access, and Deployment (BEAD), Digital Equity Act, Enabling Middle Mile Infrastructure—all funded by the IIJA; the Broadband Infrastructure Deployment Grant program and the Connecting Minority Communities Pilot Program—funded by IIJA and Consolidated Appropriations Act of 2021 (CAA 21); and the Tribal Broadband Connectivity Program—funded by IIJA and CAA 21.

OICG also implements the ACCESS Broadband Act; manages the BroadbandUSA program, the National Broadband Availability Map, and the Office of Minority Broadband Initiatives; and supports interagency coordination efforts by co-chairing the Broadband Coordination Group and through other efforts. These programs help to further the deployment, adoption, and use of broadband, which lay the groundwork for sustainable economic growth, improved education, public safety, health care, and the advancement of other national priorities.

(FY 2024 total budget: \$38.6 billion, 247 positions. S&E Broadband Programs: \$18.5 million, 43 positions, Supplemental Broadband Grants Programs (the Broadband Connectivity Fund, Connecting Minority Communities Fund, BEAD, Digital Equity, Middle Mile Deployment): \$42.8 billion, 204 positions).

Office of Policy Analysis and Development (OPAD)

OPAD supports NTIA's role as the President's principal advisor on telecommunications and information matters, developing policies that keep the Internet safe, secure, and trusted. OPAD formulates, analyzes, and makes policy recommendations on a wide range of issues, including artificial intelligence (AI) and other emerging technologies; Internet platforms; privacy; next generation networks/5G, cybersecurity, information and communications technology supply chain security; broadband networks and services; digital economy; wireline and wireless telephony; and competition.

Office of International Affairs (OIA)

OIA works to achieve America's vision of a single, open, and secure Internet around the world. Supporting NTIA's role in advising the President on international telecommunications and information policy issues, OIA leads the Department's international efforts on AI and emerging technology. OIA also serves as the executive branch expert on issues related to the Internet's



domain name system (DNS), representing the U.S. Government before the Internet Corporation for Assigned Names and Numbers (ICANN). OIA promotes the multistakeholder system of Internet governance and defends it from authoritarian regimes seeking to supplant it with multilateral agreements. OIA also oversees the management of the .US and .EDU Top Level Domains. OIA supports the development and deployment of secure, reliable digital infrastructure, including open and interoperable telecommunications networks to facilitate robust, competitive telecommunications supply chains, and industry-led innovation.

(FY 2024 S&E Domestic and International Policies (OPAD and OIA) Budget: \$14.6 million, 49 positions).

Office of Spectrum Management (OSM)

OSM enables new, innovative uses of America's wireless airwaves. Working with other Federal agencies, OSM ensures that electromagnetic spectrum is used efficiently and effectively to enable the Federal agencies to perform their missions, while supporting the commercial sector's development of next generation wireless services—including 5G—and encouraging American leadership in space commerce. OSM carries out the President's authority to assign spectrum resources to radio stations belonging to and operated by the United States. The Federal agencies rely on the radio spectrum to execute their congressionally mandated missions, ranging from national defense, homeland security, and law enforcement to ensuring aeronautical and marine safety, conducting space travel and scientific research, and accurately predicting the weather. OSM has the responsibility to make more spectrum available for licensed commercial use, creating billions of dollars in spectrum auction proceeds for the U.S. Treasury, and ensuring U.S. leadership and economic growth driven by next-generation technologies.

(FY 2024 total budget: \$63.4 million, 140 positions. S&E Spectrum Management: \$8.0 million, 30 positions, Spectrum Fees: \$55.4 million, 110 positions).⁶

Institute for Telecommunication Sciences (ITS)

ITS, located in Boulder, Colorado, is the research and engineering arm of NTIA, conducting cutting-edge studies to inform tech policy decisions. ITS provides core telecommunications research and engineering services to promote enhanced domestic competition, encourage deployment of advanced services and new technologies, improve foreign trade opportunities for U.S. telecommunication firms, and ensure more efficient use of the radio frequency spectrum. ITS also serves as a principal federal resource for investigating the telecommunications challenges of other federal agencies, state and local governments, private corporations and associations, and international organizations. This work includes assisting federal public safety agencies, the Federal Communications Commission, and other agencies that use federal spectrum. ITS also manages the Table Mountain Field Site and Radio Quiet Zone, located north of Boulder, Colorado, which supports the fundamental research activities for NTIA and other federal agencies. The Facilities Management and Construction account is used to support the restoration and modernization of these facilities and telecommunication infrastructure, roads, and grounds of the NTIA government-owned facilities.

⁶ This office also has a Spectrum IT Modernization initiative which has requested \$109 million though the Department of Commerce's Nonrecurring Expenses Fund.



(FY 2024 total budget: \$35.9 million, 77 positions. S&E Advanced Communications Research: \$12.9 million, 37 positions, Advanced Communications Research Reimbursable: \$21 million, 39 positions, Facilities Management and Construction: \$2 million, 1 position).⁷

Office of Public Safety Communications (OPSC)

OPSC's mission is to put the best communications technologies in the hands of first responders. The Middle-Class Tax Relief and Job Creation Act of 2012 established the creation of an interoperable nationwide public safety broadband network (NPSBN) through the FirstNet for use by police, firefighters, emergency medical service professionals, and other public safety entities to complete their critical missions. OPSC supports the Commerce Department's oversight of FirstNet and the NPSBN, leading to improved public safety outcomes and greater support for America's first responders. OPSC also is focused on upgrading the Nation's 9-1-1 systems to Next Generation 9-1-1, having administered past grant programs to support state, local, Tribal, and territorial planning for the FirstNet Network and to upgrade 9-1-1 systems.

OPSC manages implementation of the NTIA-administered \$1.5 billion Public Wireless Supply Chain Innovation Fund, established by the FY 2021 National Defense Authorization Act and funded by the CHIPS and Science Act, to support the development of open and interoperable networks. This critical investment will help drive U.S. wireless innovation, foster competition, and strengthen supply chain resilience. It also will help to ensure that wireless technology is built by the U.S. and its global allies and partners – not vendors from nations that threaten our national security.

(FY 2024 total budget: \$400.6 million, 23 positions. OPSC S&E: \$3.0 million, 8 positions, Innovation Fund: \$397.6 million, 15 positions).

First Responder Network Authority (FirstNet Authority)

The FirstNet Authority, an independent authority within NTIA, is responsible for building, operating, and maintaining the nationwide public safety broadband network (FirstNet Network). To accomplish its mission, the FirstNet Authority entered into a 25-year contract with AT&T. To fulfill its responsibility to deploy the nationwide public safety broadband network, the FirstNet Authority must ensure the safety, security, and resiliency of the network, including requirements for protecting and monitoring the network to protect against cyberattack. In addition, FirstNet Authority:

- Manages and oversees the execution of contracts or agreements with non-Federal entities, (primarily with its contractual partner AT&T) to build, operate, and maintain the network;
- Engages with public safety entities and associations, industry, and government organizations to understand priorities for wireless broadband communications; and
- Identifies and prioritizes investment opportunities for enhancing the FirstNet Network, including anticipated investments to expand coverage on FirstNet, to ensure public safety

⁷ This office also has a facilities improvement initiative: Federal Advanced Communications Test Site funded at \$28 million though the Department of Commerce's Nonrecurring Expenses Fund.



has the communications tools they need to save lives and protect communities. These investments are funded with the fees that are approved by NTIA.

The FirstNet Authority is governed by a 15-member Board, composed of 3 permanent members (the Attorney General, the Secretary of the Department of Homeland Security, and the Director of the Office of Management and Budget) and 12 additional members appointed for 3-year terms by the Secretary of Commerce. The Board approved a full upgrade to 5G technologies in early 2024 that will take several years and \$6 billion to implement. Future Boards will be deciding how to enhance network coverage for users totaling over \$2.5 billion over the next 9 years.

Pursuant to the Middle-Class Tax Relief and Job Creation Act of 2012, the FirstNet Authority is to be self-sustainable, and the Act authorizes the FirstNet Authority to assess and collect fees for access to and use of the FirstNet Network. The Act requires NTIA to review and approve those fees on an annual basis.

(FY 2024 budget: \$277.2 million, 230 positions).

FY 2025 Budget Initiative: AI and Emerging Technologies Policy Lab

NTIA's FY 2025 budget includes a requested \$3.0 million and 4 positions to meet the whole-of-government surge to address AI and other emerging technologies. The request would support NTIA's continued work begun in 2024 to create an AI and Emerging Technologies Policy Lab ("APL") to build new capabilities and areas of technology policy, as well as NTIA's role in supporting Executive Order 14110 "Safe, Secure and Trustworthy Development and Use of Artificial Intelligence."

For more information about the specific initiatives in the FY 2025 NTIA budget, please see our budget summary at: <https://www.commerce.gov/sites/default/files/2024-03/NTIA-FY2025-Congressional-Budget-Submission.pdf>.

(FY 2025 Budget request: \$3.0 million, 4 positions).

Summary of Major Organizational Improvement Initiatives

Spectrum IT Modernization – OSM began a major program effort to modernize its software systems in support of the National Spectrum Strategy. A program office has been established with staff onboarded. Investment and acquisition approvals have been obtained from DOC and the contracting process has begun.⁸

Federal Advanced Communications Test Site (FACTS) – ITS is improving instrumentation and spectrum monitoring systems at the Table Mountain Field Site and Radio Quiet Zone to support advanced spectrum-sharing research in support of the National Spectrum Strategy.⁹

⁸ This initiative is funded at \$28 million though the Department of Commerce's Nonrecurring Expenses Fund.

⁹ This initiative has requested \$109 million though the Department of Commerce's Nonrecurring Expenses Fund.



Strategic Partnerships, Key Stakeholders, and Interagency Groups

- Industry, civil society, academia
- Federal, state, local, and Tribal governments
- The Interagency Spectrum Affairs Council (ISAC) and the Interdepartment Radio Advisory Committee (IRAC), composed of representatives of federal agency users of the spectrum (e.g. Department of Defense, Department of Transportation, Department of Homeland Security, etc.), as well as the Commerce Spectrum Management Advisory Committee (CSMAC) (comprised of commercial and other non-federal spectrum interests) advise NTIA on spectrum management and policy
- Interagency Working Group on Internet Names and Numbers (NTIA-led, interagency group that prepares U.S. Government positions at ICANN)
- Broadband Opportunity Council (Commerce/NTIA co-chairs with Department of Agriculture), 25 federal agencies and departments
- DOC Cybersecurity Coordination Call (co-led by NTIA and NIST with participation from Commerce bureaus)
- Monthly Privacy Policy Coordination Committee (PPCC) Call (led by ITA with participation by NTIA and other Commerce bureaus)
- International Telecommunication Union interagency preparatory meetings (led by State Department with NTIA and other interagency participation)
- Cyber Response Group (led by the NSC with interagency participation)
- Wireless Innovation Forum, international consortium to advance wireless communications systems and standards (federal, industry, and academic - NTIA/ITS is a member)
- Networking and Information Technology Research and Development (NITRD) Program (NSTC subcommittee led by OSTP, federal-wide, NTIA co-leads the Wireless Spectrum Research and Development Interagency Working Group (WSRD IWG))
- 5G Supplier Working Group (led by NTIA with interagency participation)
- Commerce International AI Sync (led by NTIA)
- Public Safety Advisory Committee (led by the FirstNet Authority)
- Communications Security, Reliability, and Interoperability Council IX (NTIA and the FirstNet Authority participate on this FCC committee)

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- Broadband Oversight – Continued Congressional, Office of Inspector General (OIG), and General Accountability Office (GAO) audits and oversight of NTIA's implementation of its Internet for All programs are expected.
- Spectrum – Efforts to push for comprehensive spectrum legislation, building off attempts in the 118th Congress, are expected.
- AI – AI is expected to be a continued focus in Congress.



- FirstNet Oversight and Reauthorization – Continued Congressional, OIG, and GAO audits and oversight of FirstNet are expected. Discussions to extend FirstNet’s statutory authorization, which expires in February 2027, are anticipated to commence.
- Verisign Cooperative Agreement – NTIA’s decision to renew the Department’s cooperative agreement with Verisign for management of the .com Top Level Domain as well as anticipated studies on the .com marketplace are expected to continue to receive Congressional attention.
- NTIA expects to publish a Federal Register Notice in January or February 2025 to commence the FirstNet Authority Board Recruitment process for the one Board vacancy that occurs in September 2025.

Awaiting Decisions (first 100 days from 1/20/25)

- FirstNet Authority Annual Report to Congress (2/22/25) – The FirstNet Authority delivers its Annual Report to Congress. The report requires NTIA, DOC and OMB approval before transmission to Congress.

Quick Wins (first 100 days from 1/20/25)

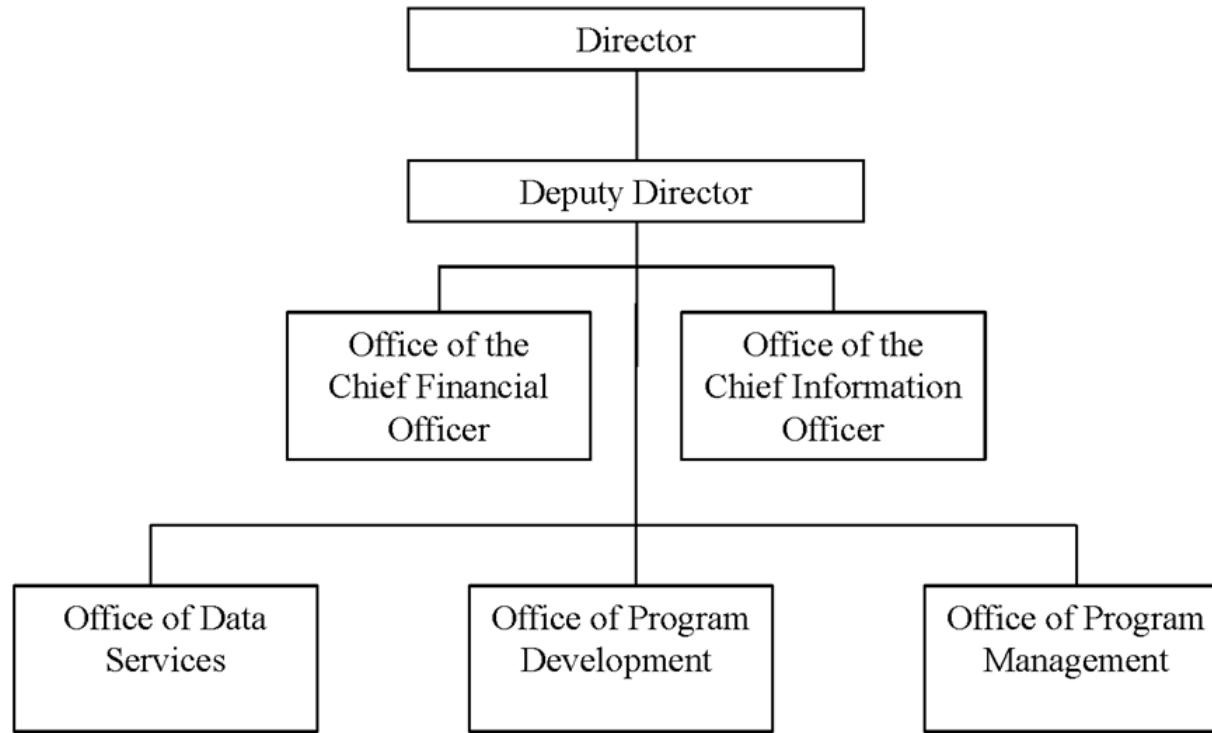
- Completion of 18 GHz band study, improving critical communications for cutting-edge space missions (due May 31, 2025, but could finish early).
- Announcement of first and/or remaining Digital Equity Competitive Program awards.
- Announcement/approval of first BEAD Final Proposal.
- Launch of FY 2025 State Digital Equity Capacity Notice of Funding Opportunity
- Announcement that all Tribal Broadband Connectivity Program awards have been made.
- Anticipated publication of NTIA Wireless Innovation Fund Notice of Funding Opportunity #3, if not published sooner.

Agency Review Team Points of Contact

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National Technical Information Service





National Technical Information Service (NTIS)

Mission

The mission of the National Technical Information Service (NTIS) is to provide innovative data services to federal agencies, through agile partnerships with the private sector, to advance federal data priorities, promote economic growth, and enable operational excellence. NTIS brings industry-leading partners to government agency customers at the velocity of the government's needs.

Locations and Workforce Demographic Trends

Overall Workforce: 37 federal employees

Headquarters: Alexandria, Virginia, 37 federal employees as of September 30, 2024.

Field Offices: No field offices outside of Washington DC as of September 30, 2024.

Two NTIS federal employees are remote full-time as of September 30, 2024.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
40	33	32	43	43

Budget Trend – NTIS Revolving Fund (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$58,395	\$63,398	\$67,838	\$100,000	\$100,000

Principal Responsibilities

NTIS is a self-supporting agency without annual federal discretionary appropriations that leverages its unique authorities, including the authority to enter into joint ventures to help Federal Agencies solve their most vexing data challenges. The costs amount in the above Budget Trend table represents fees collected and deposited in the Agency's Public Enterprise Revolving Fund.

- NTIS leverages its unique authorities, including the authority to enter into joint ventures with the private sector and other organizations to help Federal agencies use their data to



advance mission critical priorities, promote economic growth, and enable operational excellence.

- Through its joint venture authority, NTIS pairs its federal data scientists and software developers with private sector personnel, to conceive, design, and develop new and innovative solutions that enable Federal agencies to solve their most vexing data challenges.
- NTIS offers the National Technical Reports Library (NTRL), a free publicly available permanent repository and clearinghouse for scientific, technical, engineering, and business information, which contains more than 3 million publications that covers more than 350 subject areas scientific, technical, engineering, and business-related topics.
- NTIS administers a Certification Program for those seeking access to the Social Security Administration Limited Access Death Master File (DMF), which is made available to certified persons, that have a legitimate business purpose pursuant to a law, governmental rule, regulation, or fiduciary duty.

For more information about the specific initiatives in the fiscal year (FY) 2025 NTIS budget, please see our budget summary at:

<https://www.commerce.gov/sites/default/files/2024-03/NIST-NTIS-FY2025-Congressional-Budget-Submission.pdf>

Summary of Major Organizational Improvement Initiatives

In FY 2024, NTIS started undertaking a transformation as a future leaning data and digital servicing Agency. NTIS is executing the following strategic initiatives –

- Building a path to sustain long-term viability and solvency of the NTIS Revolving Fund.
- Designing, developing, testing, and deploying new products and services that assist Federal Agencies with leveraging new and emerging technologies, such as artificial intelligence, machine learning, robotics, and cyber security to collect, connect, access, secure, analyze, and share governmental data.
- Investing in the skills, safety, and well-being of the NTIS workforce.
- Strengthening the Agency's operating and governance model by:
 - Building an organizational structure that continuously improves its processes.
 - Developing, implementing, and maintaining policies, procedures, and processes that guide the Agency's activities.
 - Strengthening the integration of NTIS Offices to conceive, design, develop, test, and deploy data and digital products and services that assist Federal Agencies.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

Strategic Partnerships

For nearly 40 years, NTIS has leveraged its unique authorities, including the authority to enter into joint venture partnerships to explore new and innovative ways to help Federal Agencies use their data and information to benefit the Public. Under the Joint Venture Partnership (JVP) Program, NTIS personnel, including our federal data scientists and software developers, with



private sector personnel, conceive, design, and develop new and innovative solutions that enable Federal agencies to solve their most vexing data challenges. In addition to our public-private partnership, NTIS partners with a number of Federal Agencies that are a part of the Federal Depository Library Program, such as the U.S. Government Publish Office.

Key Stakeholders

NTIS Advisory Board is a statutory Federal Advisory Committee Act (FACA) Board that makes recommendations to improve NTIS programs, operations, and general policies in support of NTIS's mission to advance Federal data priorities, promote economic growth, and enable operational excellence. The statutory required board meets semi-annually at a minimum and includes representatives from industry.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- None at this time.

Awaiting Decisions (first 100 days from 1/20/25)

- None at this time.

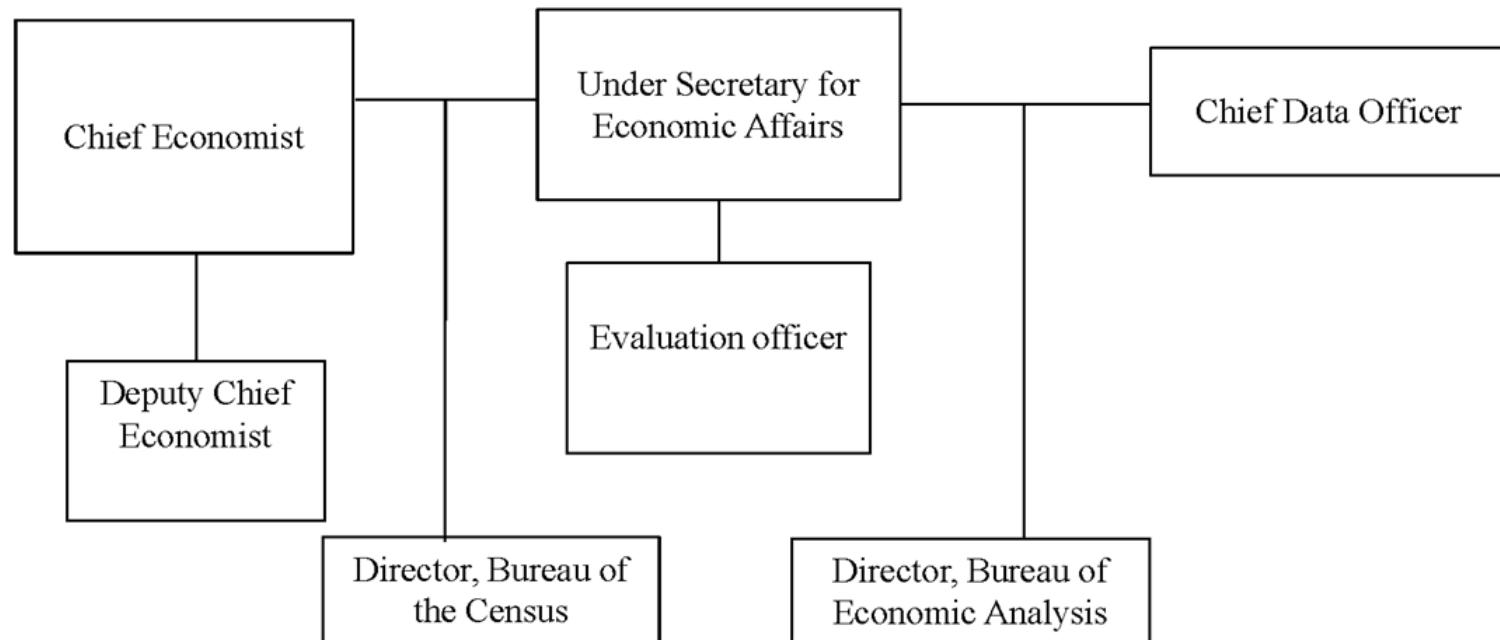
Quick Wins (first 100 days from 1/20/25)

- None at this time.

Agency Review Team Points of Contact

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Office of Under Secretary for Economic Affairs





Office of the Under Secretary for Economic Affairs (OUSEA)

Mission

Office of the Under Secretary for Economic Affairs (OUSEA) delivers economic insights to policy and program decision-makers, evaluates programs for impact, strengthens our statistical system, and maximizes the value of data to promote growth and opportunity for all communities.

Locations and Workforce Demographic Trends

Overall Workforce: 25 federal employees

Headquarters: 1401 Constitution Ave., NW Room 4848, Washington DC, 20230
21 federal employees as of September 30, 2024.

Field Offices: No field offices outside of Washington DC as of September 30, 2024.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
5	9	16	28	28

Budget Trend – Appropriations (\$ in Millions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 President's Budget
\$3,455	\$4,310	\$8,058	\$7,748	\$8,260

Principal Responsibilities

OUSEA released its FY 2025 President's budget request on March 11, 2024, the Administration's scheduled President's budget release date. The request continues to position OUSEA as the Department's leader on providing policy and management for all statistical and economic analysis programs at the Department of Commerce as well as the central hub for the Department's Evidence Act responsibilities. OUSEA's FY 2025 request includes \$8.274 million to continue to:

1. Conduct robust and timely economic analysis so the Secretary and Bureaus can make better program and policy decisions (12 FTE, \$3.260 million);
2. Guide program evaluations to improve program efficacy and executing the Learning Agenda, Evidence Assessment, and Evaluation Plan (3 FTE, \$1 million);



3. Accelerate the value derived from Commerce data for driving intelligence within the Department, the whole of government, and our stakeholders nationwide (4 FTE, \$1.5 million); and
4. Strengthen our statistical agencies by promoting and defending scientific integrity and championing the needs of data users inside and outside of government (6 FTE, \$2 million).

Of note, this budget continues investments in several of OUSEA's key programs, including:

- Our work to ensure that DOC's public data is AI-Ready, meaning that AI will retrieve answers to questions about America's population, weather, and economy from trusted sources like Census, NOAA, and the Bureau of Economic Analysis (BEA);
- Our work to provide actionable insights to DOC Bureaus, the Office of the Secretary, and the American people about the health of regional economies through our Regional Economic Research Initiative; and
- Our efforts to ensure that DOC's statistical agencies are producing the data and insights that decision-makers need to make critical policy decisions about our nation's people and economy.

For more information about the specific initiatives in the FY 2025 OUSEA budget, please see our budget summary at:

Summary of Major Organizational Improvement Initiatives

To facilitate grant data analytics across the department, the OUSEA and NIST have proposed a two-year pilot of a Commerce Shared Data Environment (CSDE), a cloud data warehouse with data integrations to the principal grant and financial applications used across the department. This data would be governed and managed for interoperability and be accessible across the department for analytics and reporting. The pilot would cost between \$4.7 million and \$6 million and would require upfront financing. OUSEA and NIST are working to secure financing from a variety of Departmental sources. The CSDE would allow bureaus and the department to better track and communicate grant program status, impacts and outcomes, a process that is nearly impossible to do now without significant, unsustainable manual labor.

The Chief Data Officer, through the Commerce Data Governance Board, is drafting the Department's FY25-28 Data Strategy. This strategy articulates a roadmap of how to apply data as an asset in achieving key Department-wide policy challenges, such as American competitiveness in critical and emerging technologies, grant execution and delivery, and AI-readiness.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

OUSEA has one Federal Advisory committee established under the Federal Advisory Committee Act (FACA), namely the Federal Economic Statistics Advisory Committee (FESAC)., FESAC advises the Under Secretary, BEA, the Census Bureau, and the Bureau of Labor Statistics (BLS), on statistical methodology and other technical matters related to the collection, tabulation, and analysis of federal economic statistics. OUSEA manages DOC's Data Governance Board,



Evaluation Community of Practice, and Economist Community of Practice. OUSEA has representatives on the Department Management Council, CIO Council, and CFO Council. In addition, OUSEA runs DOC's sole checkoff program, the Concrete Masonry Checkoff Program, which is an industry-supported, industry-led program of research, education, and promotion designed to have industry-wide participation and funding to advance the industry and to create a preference for the use of concrete block.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

- In May 2024, a bipartisan group of Senators issued a roadmap for U.S. AI policy. Shortly thereafter, the group began detailing a [supplemental funding package](#) that would provide resources to move the policy roadmap concepts forward. That package would include funding for OUSEA's AI-Ready Data project. In the first 100 days, the Administration should work with the group of Senators to move the supplemental funding package forward.

Awaiting Decisions (first 100 days from 1/20/25)

- In FY24, DOC published a scientific integrity Departmental Administrative Order (DAO), which builds on the scientific integrity policies in place at NOAA, NIST, and the Census Bureau. In the first 100 days, the Administration will need to appoint staff to manage the Departmental responsibilities in that order. Given OUSEA's other departmental responsibilities, OUSEA may be the appropriate place to house those staff.

Quick Wins (first 100 days from 1/20/25)

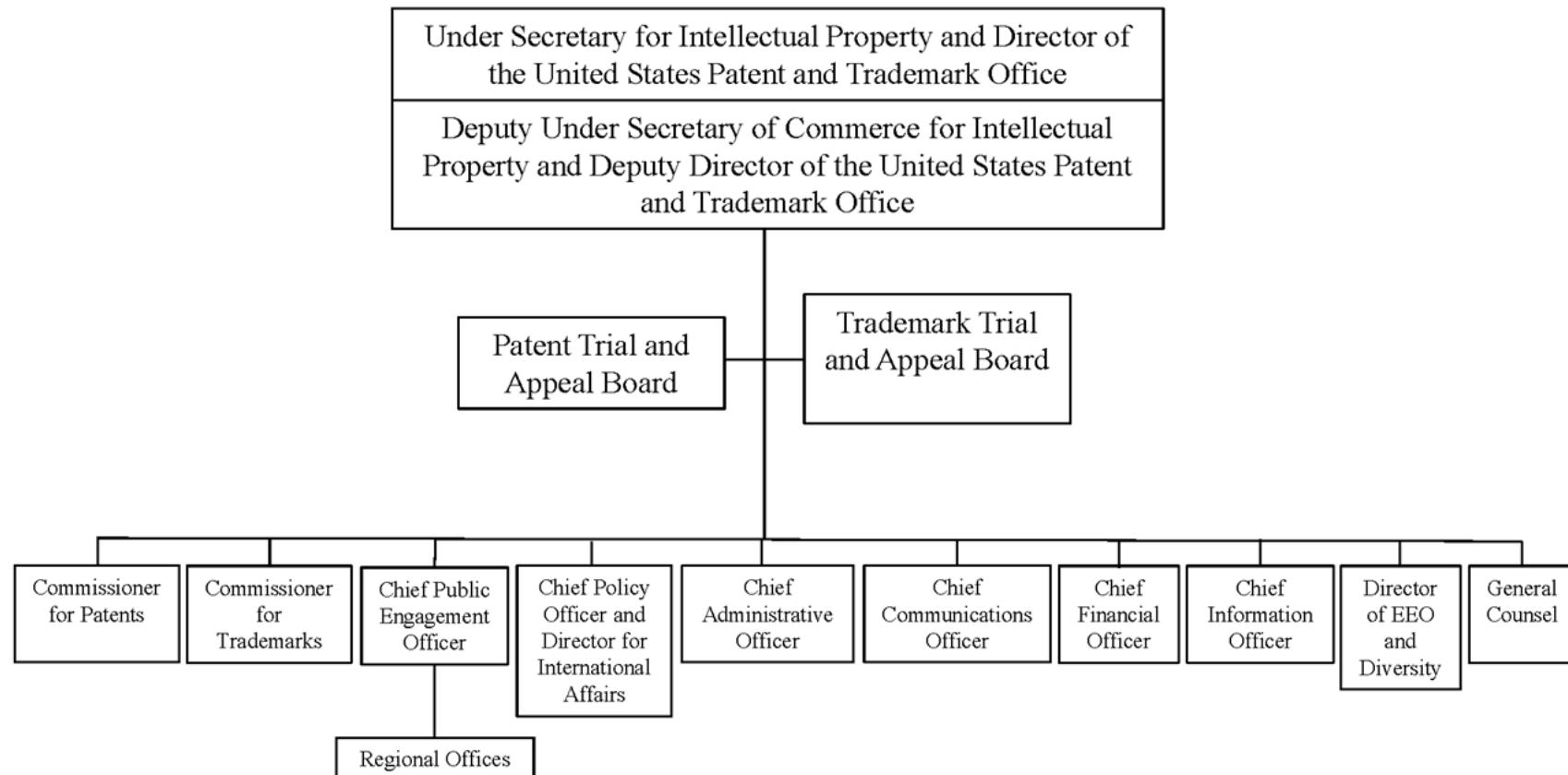
- BEA, Census, Dept. of Treasury, and Dept. of Labor have aligned on legislative language that would permit data sharing between the respective agencies. Currently, these entities all produce lists of U.S. businesses for the purposes of producing statistics about the economy. Because those lists are derived from different sources, they produced different results. [Data Synchronization](#) legislation would resolve that issue, improving federal statistics on the economy. In the first 100 days, the Administration should support adding this technical legislative language to a piece of legislation that is likely to advance to a vote.

Agency Review Team Points of Contact

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United States Patent and Trademark Office



Differences from effective DDO 30-3:

1. Patent and Trademark Advisory Committees removed
2. Several additional sub-divisions added



United States Patent and Trademark Office (USPTO)

Mission

The USPTO's mission is to drive U.S. innovation, inclusive capitalism, and global competitiveness. The USPTO advises the president of the United States, the secretary of commerce, and U.S. government agencies on intellectual property (IP) policy, protection, and enforcement; and promotes stronger and more effective IP protection around the world. Since the Copyright Office is part of the legislative branch, the USPTO is the principal advisor to the executive branch on copyright policy.

Locations and Workforce Demographic Trends

The USPTO is headquartered in Alexandria, Virginia, and has five regional outreach offices: the Northeast Regional Outreach Office (Northeast Office) in Alexandria, Virginia; Elijah J. McCoy Midwest Regional Outreach Office (Midwest Office) in Detroit, Michigan; Southwest Regional Outreach Office (Southwest Office) in Dallas, Texas; Rocky Mountain Regional Outreach Office (Rocky Mountain Office) in Denver, Colorado; and Western Regional Outreach Office (Western Office) in San Jose, California. The USPTO is implementing the provisions of the [Unleashing American Innovators Act of 2022](#) (UAIA) (Pub. L. 117-328), enacted on December 29, 2022, and, accordingly, will open a new Southeast Regional Outreach Office (Southeast Office) in the Atlanta, Georgia, metropolitan area, and a new community outreach office in Strafford County, New Hampshire, serving innovators in the New England region. The USPTO continues to evaluate locations for three additional community outreach offices across the United States.

As of July 31, 2024, USPTO employs 13,754 individuals. The majority of these employees are assigned to the Alexandria campus. As of the end of Q3 FY24, 87% of all employees teleworked full-time and 88% of all employees eligible to telework, teleworked full-time. Prior to March 2020, approximately 58% of our employees teleworked full-time and another 30% teleworked at least one day per week.

Historical Total Staffing Levels (Positions)

FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimate	FY 2025 President's Budget
12,963	13,103	13,452	14,469	14,933 ¹

¹ Represents the published FY 2025 President's Budget. Operating plan for FY 2025 has been revised to 15,799.



Budget Trend – Appropriations (\$ in Millions)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimates	FY 2025 President's Budget
Authorized	\$3,625	\$4,090	\$4,040	\$4,119	\$4,555
Obligations	\$3,722	\$3,810	\$3,968	\$4,283	\$4,566

The USPTO is fully user-fee funded, which results in an annual appropriation of \$0 in net budget authority. The Authorized amount (above) represents fees collected. When the appropriated amount exceeds actual collections, spending authority is reduced to the level of actual collections. When actual collections exceed the appropriated amount, by law the fees collected in excess of the appropriation are deposited in the Patent & Trademark Fee Reserve Fund (PTFRF) for USPTO's exclusive use. To the extent provided for in annual appropriations acts, the USPTO may gain access to such amounts via the Congressional reprogramming process.

Regarding the FY 2022 Actual Authorized amount (above), the USPTO's appropriated level for FY 2022 was \$4,058M. However, the USPTO collected more than \$4,058M in fees. In 2023, the USPTO requested to reprogram \$32M that were collected in FY 2022 from the PTFRF to the agency's operating reserves that were collected in FY 2022. This request was approved by the House and Senate Committees on Appropriations, which retroactively increased the FY 2022 Authorized level to \$4,090M.

For FY 2025, the amounts listed above reflect the President's Budget; however, USPTO's current projections of FY 2025 spending requirements are substantially different from those estimates, which were finalized in July 2024. Our latest formal revenue re-estimate (July 2024) forecasts \$4,559M in fee collections and \$4,736M in obligations. This is largely due to aggressive initiatives that prioritize patent and trademark examination capacity to reduce the unexamined application inventory, improve pendency, and increase the resiliency and reliability of the agency's IT systems. The USPTO maintains operating reserves (distinct from the PTFRF) to address revenue shortfalls. As of July 31, 2024, the USPTO is projecting to end FY 2024 with \$1,065M in the operating reserve. The agency will use these reserves in FY 2025 to finance pendency and IT improvements until new patent and trademark fee schedules are effective in FY 2025.



Principal Responsibilities²

Patents (2023 Actual \$2,443M)

USPTO's Patents organization examines patent applications and grants patents on inventions. Patents comprises 10,446 staff, principally based at the Alexandria headquarters, but also distributed among four regional offices and across the country. Key performance metrics include total PTA compliance – remaining inventory at 82% as of the end of FY 2023, and currently targeted at 90%, unexamined utility, plant, and reissue (UPR) application inventory of 787,320 as of June 2024, and statutory compliance (patent quality) exceeded target in FY 2023.

Trademarks (2023 Actual \$228M)

USPTO's Trademarks organization examines applications and issues registrations of marks. Trademarks comprises 1,135 staff, principally based at the Alexandria headquarters but also distributed across the country through the agency's telework program. Key performance indicators include pendency, targeted at less than 14.5 months, and currently at 14.3 months as of July 2024.

Patent Trial and Appeal Board (2023 Actual \$85M)

USPTO's Patent Trial and Appeal Board adjudicates appeals from patent examiner rejections and hears and decides *inter partes* trials on patentability of issued patent claims. PTAB comprises 347 staff, principally based at the Alexandria headquarters, but also distributed among four regional offices and across the country.

Trademark Trial and Appeal Board (2023 Actual \$17M)

USPTO's Trademark Trial and Appeal Board adjudicates and decides appeals from trademark examining attorney refusals and decisions in expungement and reexamination proceedings, and hears and decides *inter partes* trials. TTAB comprises 79 staff in Alexandria and in the nationwide workforce.

Office of Public Engagement (2023 Actual \$0)

In March 2024, the USPTO's Office of Public Engagement (OPE) was organized to advance the USPTO's goals to increase participation in the innovation ecosystem and educate people of the purpose and value of intellectual property and resources available to bring innovation to impact. OPE contains several outreach and education functions, including USPTO's Regional Outreach Offices. OPE's FY 2024 estimated budget is \$14M and it comprises approximately 90 staff.

Office of Policy and International Affairs (2023 Actual \$49M)

USPTO's Office of Policy and International Affairs (OPIA) works on domestic and international IP issues, negotiates international IP agreements, and develops U.S. domestic and international IP policy. OPIA comprises 132 staff.

Summary of Major Organizational Improvement Initiatives

² All budget, staffing, and performance levels in this section represent FY 2023 actuals (as of September 30, 2023). More detailed data and metrics are found at [Data Visualization Center | USPTO](#) and [USPTO FY23 Workload Tables.xlsx \(live.com\)](#).



Patents Organizational Assessment

The Patents organization has undertaken an organizational assessment, including a professional organizational design services study. The study will assess the organizational structure of the Patents business unit (BU) to include the internal and collective structure of the technology centers (TCs) and support offices. Additionally, the study will assess the management structure of the Patents BU (including the frontline managers, division leads, directors, the assistant commissioners (ACs), and the deputy commissioners (DCs)). The study outcome will include recommendations for the structure and collective organization of the offices within the Patents BU along with recommendations for management structure, processes and responsibilities as appropriate.

Trademark Register Protection Office

Starting around 2018 in response to an increase in suspicious trademark submissions, Trademarks began rolling out a series of initiatives to improve the accuracy of the trademark register. In the initial stages of this effort, Trademarks relied solely on attorneys in various business units within Trademarks to develop policies and procedures. This practice was inefficient and did not provide a coordinated plan of attack. In view of this, over the last two years, Trademarks created and established the Register Protection Office (RPO) hiring a Director of Register Protection. RPO is currently staffed with five attorney-advisors and four paralegals who are tasked with reviewing suspicious submissions, developing new policies and procedures to sanction bad actors, suspending customer accounts, raising awareness of scams targeting trademark customers, and removing fraudulent applications and registrations from the trademark register.

The Office of the Chief Information Security Officer

The USPTO established the Office of the Chief Security Officer in OCIO in 2023. OCISO teams define and review enterprise-wide policies, procedures, standards spanning IT governance, security, risk management, and identity and access management. The Chief Information Security Officer reports directly to the CIO. Teams in the Office also direct and implement security incident response planning and procedures, risk assessment strategies, identity protection and more.

Office of the Chief Data Officer

In FY 2025, the Office of the Chief Financial Officer (OCFO) will establish a new office, the Office of the Chief Data Officer (OCDO), to fulfill Strategic Objective 5.4 of the USPTO 2022-2026 Strategic Plan, with a focus on data literacy, data sharing, and evidence-based decision-making. The OCDO will formalize an ongoing USPTO-wide initiative to develop a data governance operating model, establish a data catalog, and produce standardized training for the agency's data roles. While the OCDO will be based in the OCFO, with the leader of the office reporting to the Deputy Chief Financial Officer, the office's scope will further enterprise-wide data initiatives.

Office of Public Engagement

In FY 2024, the new Office of Public Engagement (OPE) was created to advance the USPTO's mission of increasing participation in the innovation ecosystem by strengthening outreach and



support to American communities. OPE consolidates many of the USPTO's outreach, education, and customer experience leaders and professionals under a single office, maximizing efforts as one cohesive team united under a singular mission. The five USPTO Regional Outreach Offices and future regional and community outreach offices, are all now part of OPE.

Governmental Engagements/Collaborations

USPTO has numerous engagements and collaborations with other government agencies on matters of common interest, including:

USPTO-FDA: The USPTO and the Food and Drug Administration (FDA) are engaging to leverage their collective expertise in promoting innovation, competition, and the approval and regulation of safe and effective drugs to help provide access to medicines to American families. [USPTO and FDA have been working together](#) to ensure patents continue to play a critical role in incentivizing and protecting the investments essential for bringing lifesaving and life-altering drugs to market, while not unnecessarily delaying getting generic, biosimilar, and more affordable versions of those drugs into the hands of Americans who need them.

USPTO-USDA: The USPTO and USDA established the [USDA-USPTO Working Group on Competition and Intellectual Property](#) to strengthen cooperation between the USPTO and the USDA and expand resources available for assessing the patentability of seeds, while addressing the use of patents to unnecessarily reduce competition.

USPTO-NOAA: The USPTO and NOAA signed a Memorandum of Understanding to work together to advance innovation in technology areas that strengthen the nation's resilience against climate change, promote environmental stewardship, and encourage sustainable economic development.

USPTO-DOD: Introducing Camp Invention abroad to the DOD's Pacific region for summer 2025, working on establishing Patent and Trademark Resource Centers in base libraries, and working with the Military Spouse Employment Partnership.

USPTO-NIST: The USPTO and NIST work collaboratively on policy matters such as the Interagency Working Group on Bayh-Dole, and CHIPS and Science Act efforts.

USPTO-NASA: The USPTO and NASA are currently engaged in a joint study of tech transfer best practices across academia and the federal laboratory community, with the goal of helping practitioners get more IP to market through commercialization knowledge-sharing.

Strategic Partnerships, Key Stakeholders, and Interagency Groups

Council for Inclusive Innovation (CI2)

The Council was born out of a recommendation in the United States Patent and Trademark



Offices' (USPTO) 2018 SUCCESS Act study and report transmitted to Congress in 2019, which found that women and minorities are underrepresented as inventors named on U.S. granted patents. The report encouraged the creation of a high-level council of industry, academia, and government leaders tasked with helping develop a national strategy for increased participation of underrepresented groups in innovation—as inventors, entrepreneurs, and innovation leaders.

USPTO assembled the Council, to include [respected leaders in the private and public sectors](#) who are committed to fostering a more inclusive innovation ecosystem. There are currently 25 Council members from across the federal government, industry, academia, non-profit organizations, small businesses, venture capitalists, and two successful independent inventors.

USPTO remains committed to playing a lead role in igniting creativity and expanding participation in the innovation ecosystem. To that extent and to support the directive of CI², The National Strategy for Inclusive Innovation was developed and published by USPTO, in conjunction with the [Council for Inclusive Innovation](#). The Strategy is built upon four cornerstone principles, each of which is critical to maximizing American prosperity:

- Addressing K-12 educational disparities and the need to inspire youth of all backgrounds to become innovators
- Focusing on post-secondary educational disparities for students and faculty
- Promoting inclusiveness in organizations
- Increasing for all Americans, commercialization opportunities for innovations

CI² will continue to contribute to the development and implementation of initiatives and programs that encourage broader participation in innovation. By engaging in outreach and educational initiatives to raise awareness about the important of diversity in innovation.

Public Advisory Committees

Established by 35 U.S.C. § 5, the Patent Public Advisory Committee (PPAC) and Trademark Public Advisory Committee (TPAC) review the policies, goals, performance, budget, and user fees of the patent and trademark operations, respectively, and advise the Director.

FACA Committee

The National Medal of Technology and Innovation Nomination Evaluation Committee is one of the Department of Commerce's Federal Advisory Committee Act (FACA) committees and is the sole FACA committee managed by the USPTO. Pursuant to the committee's Charter, the committee provides advice to the Commerce Secretary, through the USPTO's Director, on its recommendations for the award of the National Medal of Technology and Innovation. The Commerce Secretary sends the recommendations to the President, typically through the Office of Science and Technology Policy (OSTP).

Industry Groups

USPTO has productive relationships with leading IP organizations, such as the American Intellectual Property Law Association (AIPLA), the Intellectual Property Owners Association (IPO), the International Trademark Association (INTA), and the American Bar Association IP Section (ABA-IP).



National Inventors Hall of Fame

Since 1973, the USPTO has partnered with the nonprofit National Inventors Hall of Fame (NIHF). Together, the USPTO and NIHF run the NIHF museum located at USPTO headquarters in Alexandria, Virginia, induct extraordinary inventors into NIHF, and sponsor programs that encourage creativity, exploration, and inventiveness in people of all ages and backgrounds, including children, teachers, parents, and college students. Collectively, these programs have reached millions of children in thousands of schools in all 50 states plus D.C. and Puerto Rico.

Any Potential Congressional or Media Issues (first 100 days from 1/20/25)

Fees

Fee Setting Authority Extension

The fee setting authority authorized in the 2011 Leahy-Smith America Invents Act (AIA) (Pub. L. 112-29) and extended in Section 4 of the Study of Underrepresented Classes Chasing Engineering and Science Success Act (SUCCESS Act) of 2018 (Pub. L. 115-273) provides the USPTO the authority to set and adjust fees to align with costs. The authority expires in September 2026. Fee setting authority is a critical component of the USPTO's ability to achieve its mission and mitigate adverse risk given economic and operational uncertainties. Retaining fee setting authority after 2026 is of critical concern to the USPTO's ability to plan and execute on short- and long-term plans. Efforts to extend that authority, or even make it permanent, should be top of mind in USPTO's relationship with the next Congress. The USPTO's study on fees as required by the Unleashing American Inventors Act will be issued in December 2024. That study, combined with recent patent and trademark fee rulemaking, is likely to lead to heightened Congressional interest in USPTO's fee setting authority and process.

Patents

Patent Term Adjustment

Due to a focus on working on older patent applications, percent first actions completed within 14 months by Patents is projected to go down significantly in 2025. First action patent term adjustment (PTA) compliance is expected to begin rising in 2026 and it is projected to continue to improve through 2030.

Audit of Continuing Patent Applications

The ongoing DOC Office of Inspector General's (OIG) audit of quality reviews of continuing patent applications and the Government Accountability Office's (GAO) audit of the patent examination process may potentially conclude in the fall of 2024 and the audit reports may publish in the early calendar year 2025 timeframe.

Patent Examiner Hiring

In FY 2025, the USPTO plans to significantly increase patent examiner hiring to help reduce pendency. To ensure we meet this challenging goal, the Office of Human Resources in partnership with the Office of the Commissioner for Patents are reimagining the patent examiner hiring process. The team successfully hired over 850 patent examiners in FY 2024 and have made significant improvements to the hiring process. Some of these changes include reorganizing



the OHR employment division that supports Patent hiring. We have created a Super Hiring Team solely focused on patent examiner hiring to deliver best-in-class service; incorporated Accepted Day – a one hour session with newly selected candidates led by the Under Secretary. This event includes networking opportunities and a way for prospective employees to learn and get excited about USPTO culture before they come on board. We have also revised the patent examiner vacancy announcement using more plain language and a clearer explanation of qualifications and job requirements.

Patent Examiner Retention

Along with increased patent examiner hiring targets, the USPTO is pursuing multiple ways to enhance the patent examiner experience and reduce attrition. Concepts USPTO is exploring include increased engagement with remotely hired examiners early in their tenure, introducing different learning techniques and exploring hybrid training models, providing more in person training opportunities, and increased engagement with employees who have completed their probationary periods. USPTO is also exploring updated compensation models.

Patents Special Rate Table

For the first time since 2007, our patent examiners were given a significant pay increase upon the Office of Personnel Management's (OPM) approval of our Special Rate Table (SRT) for patent professionals request. The SRT covers approximately 10,000 employees allowing USPTO to pay our patent professionals at a higher, more competitive rate than the general federal pay tables. The SRT was effective June 16, 2024. The new SRT allows the USPTO to attract and retain highly sought-after STEM talent. By retaining more patent examiners, we help reduce patent pendency.

Statutory and Enhanced Penalties and Sanctions for False Assertions or Certifications of Small and Micro Entity Status

On December 29, 2022, the “Consolidated Appropriation Act, 2023” was signed into law by the President. See Public Law 117-328. Division W of that law enacted the Unleashing American Innovators Act of 2022 (UAIA). Section 107 of the UAIA provided a further reduction to patent fees paid by small or micro entities and requires the USPTO to impose a penalty of not less than three times the amount that an entity failed to pay if the entity is found by the USPTO to have falsely made an assertion or certification of small or micro entity status and the entity paid at least one fee in a reduced amount to which they were not entitled. Both the fee reduction and penalty provisions were effective upon signing. Enforcement of the penalties has been held in abeyance pending proposed legislation introduced in March 2024 that would codify a good faith error exception to assessment of the UAIA penalty provisions. The USPTO is awaiting the status of the proposed pending legislation, and could potentially have to address this if the legislation is passed and signed into law.

Patents and Drug Pricing Legislation

Throughout the 117th and the 118th Congress, Congress focused on U.S. drug-pricing practices and the role of patents in pricing, including hearings and investigations into patent thickets, evergreening, and product hopping and introducing legislation seeking to address these issues. It is likely that legislative efforts to address drug pricing will continue and be re-addressed in the next Congress.



Section 101 Reform Legislation (Patents)

Legislation clarifying subject matter eligibility was introduced in the 118th Congress, and likely will remain a subject of interest for Congress, particularly on the Senate side.

Standard Essential Patents

Congressional interest in standard essential patents remained steady in the 118th Congress. Congress focused on the use of anti-suit injunction (ASI) by foreign judiciaries against parties engaged in litigation in the U.S. as well as increasing foreign government efforts within standard setting organizations. Congressional interest in this area is expected to continue in the next Congress.

Legislation to Require Collection of Demographic Data

Legislation that would require the USPTO to voluntarily collect demographic data from patent applicants was introduced in the 117th and 118th Congress. Congressional interest in seeking to increase diversity in inventorship is expected to continue in the next Congress.

Legislation on Injunctive Relief in Patent Cases

Legislation seeking to address the Supreme Court's decision in *eBay* was introduced in the 118th Congress. Congressional interest in this area may continue into the next Congress.

Legislation on Design Patents

Legislation seeking to reform design patent law, particularly in the area of automotive repairs, was introduced in the 117th and 118th Congress. Congressional interest in this area is expected to continue in the next Congress.

Trademarks

Trademarks Frauds and Scams

Trademarks continues to proactively address suspicious and fraudulent filings through a number of initiatives including requiring all trademark filers to be verified, suspending customer accounts, issuing sanctions orders that terminate invalid filings, referring attorney misconduct to the Office of Enrollment and Discipline, and raising awareness of scams with our customers and law enforcement. Even with these efforts, trademark scams continue to rise. Particularly scams involving USPTO impersonation typically perpetrated by foreign actors, mostly from China and Pakistan. This issue will likely continue to garner attention in the IP press as bad actors develop new scams to thwart Trademarks efforts and successes.

Cannabis

The USPTO has routinely faced criticism from the cannabis industry for refusing registration to cannabis marks on the basis that the use of the mark on the goods is per se unlawful. This year, the Drug Enforcement Administration (DEA) issued a notice of proposed rulemaking to transfer marijuana and marijuana derivatives from Schedule I to Schedule III of the Controlled Substance Act (CSA). The USPTO is considering whether any trademark examination policy changes are appropriate.

PTAB Reform Legislation

Legislation seeking certain reforms to the Patent Trial and Appeals Board (PTAB) have been introduced in the 117th and the 118th Congress, and likely will remain a subject of interest for



Congress. While recent rulemaking at PTAB was generally well received by Congress, it is not yet clear what effect, if any, this rulemaking will have on proposed legislation.

Artificial Intelligence

Generative AI, NIL and Copyright

Congressional interest in generative artificial intelligence (AI) was strong in the 118th Congress. In addition to general oversight into generative AI, Congressional interest on IP related issues focused on the effects of generative AI on name, image and likeness (NIL) as well as on copyright, including the introduction of legislation addressing generative AI and NIL. Congressional interest in these areas is expected to continue in the next Congress.

International

Congressional Interest in Intellectual Property Issues Related to China

U.S. stakeholders continue to face intellectual property-related challenges in China, including with respect to standard essential patents, trade secrets, patents, trademarks, and copyrights. The 118th Congress has been focused on how best to address these challenges and how best to maintain the U.S.’s competitiveness in key technology areas, including holding hearings, issuing reports and introducing legislation. Congressional interest on this topic is expected to continue in the next Congress.

Other

Anti-counterfeiting Legislation

Legislation combatting the online sale of counterfeit goods was introduced in the 117th and 118th Congress, and will likely remain of interest to Congress in the next Congress.

Legislation on reforming the U.S. International Trade Commission

Legislation seeking to reform certain aspects of Section 337 investigations at the U.S. International Trade Commission were introduced in the 117th and 118th Congress. Congressional interest in reforms at the USITC is expected to continue in the next Congress.

Legislation on Right to Repair

Legislation requiring OEMs to provide authorized repair providers the necessary tools, documentation, etc. to repair farm equipment on fair and reasonable terms, including allowing repair providers to circumvent any patent or copyright protections, was introduced in the 117th and 118th Congress. Congressional interest in this area is expected to continue in the next Congress.

Assessment of Office Space Needs

USPTO reduced its Alexandria Campus footprint in August 2024 by 34%, releasing 685,667 RSF of space. The reduction of our campus footprint in response to increased full-time remote telework will result in an annual cost avoidance of approximately \$41M or \$205M over the 5-year lease term. This reduction in spending positively contributes to agency consciousness regarding revenue risk management.

In December 2022, Congress passed the Unleashing American Innovators Act of 2022 (UAIA) and



was signed into law by the President to increase education and outreach. This legislation requires the USPTO to establish a new Southeastern Regional Office, a Community Outreach Office in New England and three others around the country. The new regional outreach office in Atlanta, which will serve Alabama, Florida, Georgia, Mississippi, North Carolina, Puerto Rico, South Carolina, and Tennessee, is expected to be opened in December 2025. Strafford County, NH has been identified as the first Community Outreach Office. All four Community Outreach Offices will be open by December 2027.

Awaiting Decisions (first 100 days from 1/20/21)

- None at this time.

Quick Wins (first 100 days from 1/20/21)

National Medal of Technology and Innovation (NMTI)

The NMTI is the nation's highest honor for technological achievement, and is awarded by POTUS to America's leading innovators. More than 225 laureates have been honored since the first year of the award in 1985. USPTO has managed the program for the Department of Commerce since 2007. Approximately 5-12 awards have traditionally been given at each White House ceremony to individuals, teams, and companies, in tandem with the National Medal of Science. The last NMTI ceremony was October 2023, which was the first since 2016. A list of potential NMTI Laureates, recommended by a committee of experts, is ready for immediate approval by POTUS for a White House ceremony.

Agency Review Team Points of Contact

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Section 5

Department Governance and Management



Authorities, DOOs, and DAOs

Authorities

The Secretary of Commerce. The principal organizational components and officers of the Department are established either by statute or Reorganization Plan, or by the Secretary. The Secretary determines the functions to be carried out by the principal organizational components and the authorities exercised by the principal officers of the Department. These are normally prescribed by the Secretary in Department Organization Orders (DOOs). Unless a DOO expressly provides to the contrary, delegations of Secretarial authority constitute only a sharing of that authority, and coequal authority is reserved by the Secretary.

The Office of the Secretary (OS) is the general management arm of the Department and provides the principal support to the Secretary in formulating policy and in providing advice to the President. It provides program leadership for the Department's functions and exercises general supervision over the operating units. It also directly carries out program functions as may be assigned by the Secretary, and provides, as determined to be more economic or efficient, administrative, and other support services for designated operating units.

Secretarial Officers have Department-wide functions or perform special program functions on behalf of the Secretary.

Program Secretarial Officers are the Secretary's principal assistants on program management matters, each being responsible for a particular program area of the Department. This responsibility may include policy direction and general supervision over an assigned operating unit charged with carrying out programs, or direct supervision by serving as the head of a primary operating unit.

Operating Units (a.k.a. Bureaus)

The operating units of the Department are organizational entities outside the Office of the Secretary charged with carrying out specified substantive functions (i.e., programs) of the Department. The heads of some operating units are Program Secretarial Officers; in other cases, they are officers who report to and are responsible to a Program Secretarial Officer or directly to the Secretary or Deputy Secretary, as may be specified. The operating units are the components of the Department through which most of its substantive functions are carried out.

The authority of the Department's bureaus to carry out their programs and activities has been delegated to the heads of the bureaus by the Secretary or provided in legislation.

For Department management purposes, each operating unit is designated as being in one of the following two organizational classes:

Primary Operating Units are organizations assigned broad substantive functions of the Department. The Secretary delegates directly to the heads of these units the authority necessary



to carry out the functions of their units. Heads of primary operating units are the operating general managers of the Department.

Constituent Operating Units are organizations assigned limited substantive functions, or functions supporting a primary operating unit. Heads of these units may receive delegations of authority directly from the Secretary or carry out their responsibilities under authorities delegated through a Secretarial Officer, subject to the latter's direct supervision.

Departmental Directives System

The Departmental Directives System is the primary system for establishing the basic management structure, organizational arrangements, and administrative instructions of the Department of Commerce.

Departmental Operating Orders (DOOs) DOOs are used to prescribe the basic management structure and organizational arrangements of the Department of Commerce. DOOs are issued for each Secretarial Officer, Departmental Office, and Operating Unit of the Department of Commerce.

Departmental Administrative Orders (DAOs) Department Administrative Orders (DAOs) document and mandate continuing policies, standards, requirements, and procedures prescribed by the Office of the Secretary for Department-wide application or for application to two or more major program areas of the Department. DAOs cover substantive program matters as well as administrative management, legal, or special staff functions.

Links

<https://www.commerce.gov/opog>



Department Management Council (DMC)

Purpose

The Department Management Council (DMC) is a body of senior career Departmental leaders representing the Department's operating units who are charged with:

1. Operational oversight and management of the Department of Commerce serving as a governing body for developing proactive cross-bureau solutions and as a leadership forum to drive solutions.
2. Providing authority and leadership over top operational and management challenges that create the conditions under which the Department may effectively carry out its mission.
3. Strategic communications to provide important Department information to the bureaus, and for communicating information and implementing DMC decisions across their organizations.
4. Addressing issues and challenges impacting and related to the Department's workforce and developing and implementing strategies to remedy them.

Structure and Membership

The DMC consists of two chairpersons (Co-Chairs) who preside over DMC meetings. The Deputy Secretary serves as one Co-Chair. The other Co-Chair is a voting DMC member, selected and voted on by the DMC and endorsed by the Deputy Secretary who serves as Co-Chair for a one-year term.

The voting membership of the DMC is comprised of one top career official from each bureau as selected by each bureau's leadership, unless otherwise selected by the Deputy Secretary. The non-voting membership is comprised of the Chief Financial Officer and Assistant Secretary for Administration (CFO/ASA), the Deputy Assistant Secretary for Administration (DASA), and one representative each from the Department Office of the Chief Information Officer (OCIO) and the Department Office of the General Counsel (OGC).

Principal Responsibilities

The DMC facilitates the overall operational direction of the Department, as well as informing and advising political leadership on Departmental strategic initiatives. The DMC identifies and remedies immediate and longer-term management challenges, seeks opportunities for continuous improvement, and guides strategy implementation.

Primary areas of leadership focus include:

1. Major shared Department-wide investments, including the Working Capital Fund, as well as financial management oversight.
2. Strategic human capital and civil rights, including workforce management, employee engagement, HR reform efforts and governance, and diversity and inclusion.



Section 5-1 b – Department Management Council (DMC)

3. Input to and implementation of the Commerce Strategic Plan and related strategic priorities.
4. Operations of the primary corporate executive councils (CFO, CIO, PHRM, BPO).
5. Managing the Department's top risks and management challenges, including regular risk management reviews.
6. Oversight of significant shared capital assets, such as Herbert C. Hoover Building renovations, footprint, and re-capitalization of strategic assets.
7. Oversight of day-to-day operational improvements, such as hiring, grants, and acquisitions.
8. Lapse in appropriations process and procedures including safety, security, and care of co-workers during times of duress.
9. IT portfolio, including cybersecurity and modernization.
10. Oversight of the President's Management Agenda (PMA) implementation.

Summary of Major Organizational Improvement Initiatives

- Enterprise IT System modernizations such as Business Application System (BAS)
- Workforce Employee Engagement including Federal Employee Viewpoint Survey
- Enterprise Risk Management including Department Risk Profile
- Departmentwide Customer Experience

Strategic Partnerships

To address management challenges, enable continuous improvement, and guide strategy implementation, the DMC works closely with key stakeholders across the bureaus and Departmental Offices and engages with key councils and governance boards:

- Chief Financial Officer Council
- Chief Information Officer Council
- PHRM Council
- Operating Unit Procurement Officials



CXO and Other Councils

Key Internal Governance and Coordination Forums

Senior politically appointed leaders within the Department's headquarters use the following councils and forums to coordinate and communicate management issues.

Bureau Heads – Typically on a weekly or bi-weekly basis, the Secretary or Deputy Secretary will convene a meeting of all operating unit (a.k.a. bureau) heads to manage both policy and operations management issues.

All Political Appointees – The Secretary or Deputy Secretary may host regular meetings of all political appointees across the Department to discuss the Administration's policy issues.

Chief Executive Officer (CXO) Councils Meeting – Each C-level mission support office within the Department's headquarters heads a council of their operating unit counterparts. These councils include the Chief Financial Officer Council, Chief Information Officer Council, Chief Acquisitions Officer Council, and Principal Human Resource Manager Council.

Cross-Operating Unit Functional Councils – Performance Excellence Council, Commerce Data Governance Board, Risk Management Council, Digital Experience Council (*formerly the Web Advisory Council*), Grants Administration Council, Commerce AI Council, Evaluation Officer Council, etc.

- The **Performance Excellence Council** (PEC) The PEC is headed by the Director of Performance Excellence and includes representatives from all operating unit and many subcomponent offices. The PEC is the primary venue to coordinate the Department's organizational performance management requirements and coordinate other governance functions prescribed in Departmental Administrative Order (DAO) 202-960.

https://www.commerce.gov/opog/directives/DAO_202-960

Chiefs of Staff (COS) – The Secretary, Deputy Secretary, and each Bureau Head have a Chief of Staff, as do many heads of component operating units across the Department. A key function of Chiefs of Staff is to coordinate actions regarding executive policy decisions and actions across their organization. Therefore, relationships, interactions, and communications among the various COSs is a critical coordination forum that key political leadership will use. Specifically, the Secretary's COS has unique Departmental governance prescribed in Departmental Operating Order (DOO) 15-20. https://www.commerce.gov/opog/directives/DOO_15-20



Department Strategic Planning Process and Timeline

Executive Summary

Federal law, the Government Performance Results Modernization Act of 2010, and White House Office of Management and Budget (OMB) policy mandates that all Departments must publish a new Strategic Plan by February one year after the President's term begins. This Strategic Planning process is the Secretary's and his or her senior political leadership team's first opportunity to formulate priorities and set the direction for the Department during the Administration's term in office.

The Department's Strategic Plan must adhere to a standardized framework established by OMB. This framework sets five-year strategic goals (i.e., broad themes), strategic objectives that focus on measurable impacts, specific strategies describing how to achieve the strategic objectives, and performance indicators to measure progress toward achieving the strategic objectives. Although the framework and timing are standardized, the planning process itself is flexible enough to accommodate Department leaders' management styles and approach to planning.

At Commerce, strategic planning is led by the Department's top political leadership and facilitated by the Department's Office of Performance Excellence career staff in collaboration with the Office of Policy and Strategic Planning (OPSP) politically appointed staff. Both offices reside within the Office of the Secretary.

Federal-wide strategic planning is typically coordinated through the President's Management Council (PMC) which is attended by all Cabinet agency Deputy Secretaries. Planning adheres to a standardized timeline that should provide sufficient time for the Administration's to set its top priorities and for the Department's senior political leadership (i.e., Secretary, Deputy Secretary, Undersecretaries, and other Operating Unit Heads) to be appointed and assume their official duties.

White House OMB Mandated Timeline for the FY 2026-2030 Strategic Plan

Due Date	Department's Deliverable to OMB
May 30, 2025	Initial Strategic Plan drafts that include draft strategic goals, strategic objectives, mission statement, Learning Agenda, Capacity Assessment, and Agency Priority Goal (APG) impact statements
September 2025	Full Strategic Plan draft, full Learning Agenda / Capacity Assessment drafts, draft FY 26/27 APG impact and achievement statements, draft FY 27 Annual Performance Plan, and draft FY 27 Annual Evaluation Plan
November 2025	OMB provides feedback to Agencies on September 2025 deliverables
December 2025	Final Strategic Plan, Learning Agenda, Capacity Assessment for clearance
Early January, 2026	Final FY 26/27 APGs, FY 25/27 Annual Performance Plan / Report (APPR), and FY 27 Annual Evaluation Plan for clearance.
February 2026	Publicly publish final Strategic Plan, final FY 26/27 APGs, final FY 25/27 APPR, and final FY 27 Annual Evaluation Plan



Planning Process and Content

Strategic planning should be a highly engaging process that connects the Department's leadership with our workforce, our mission, and the Administration's priorities. The planning process considers current macro-level trends and input from key stakeholders. The Department must consult with OMB and Congress during the planning process. The Strategic Plan should serve as a roadmap to guide executive decisions about the resources needed, including human capital, acquisitions, information technology, and other mission support functions.

The planning process enables critical discussion about how the Department can address national problems, needs, challenges, risks, and mission-related opportunities. The Strategic Plan also provides context for decisions about bureau priorities, programs, and budget planning. While bureaus and subcomponents within the Department may develop their own strategic plans, such plans should align with the Department's 2026-2030 Strategic Plan, which is considered the official strategic plan by the White House and Congress.

The strategic objectives set forth in the Department's Strategic Plan are the primary unit for strategic analysis and decision-making. They describe the outcome or management impact the Department is trying to achieve during the next five years. While most strategic objectives are mission-oriented, some will focus on improving internal operations. During the Department's strategic planning process senior bureau leaders will be identified to lead each strategic objective. These Strategic Objective Leaders will work with their staff and other stakeholders to develop more detailed action plans to achieve the strategic objective.

In addition to the strategic goals, strategic objectives, strategies, and performance indicators, all Department Strategic Plans must also contain some additional content. First, the Strategic Plan must contain typically four to five Agency Priority Goals (APGs) which are like a strategic objective except that they are two-year sprints on a more narrowly focused mission area. Second, plans must now include information describing specific efforts the Department will take to improve the use of data, evidence, and learning to improve results.

Implementation and Progress Review

The Government Performance Results Modernization Act of 2010 and White House Office of Management and Budget (OMB) policy identify each Department's Deputy Secretary as the agency's Chief Operating Officer (COO). As COO, the Deputy Secretary is responsible for supporting the Secretary with managing the implementation of the Strategic Plan. Each Strategic Objective Leader should work to ensure the Department is on track and adjust the strategies if the operating environment changes or as needed. Periodically, each Strategic Objective Leader should provide a progress update to the Deputy Secretary. OMB also requires a formal assessment of progress for each year that typically takes place during March through June. During this process, called the Annual Strategic Review (ASR), each Strategic Objective Leader assesses their strategic objective as: noteworthy progress, on track, or focus for improvement.



Communication

The official release of the Department's new Strategic Plan is a critical tool for communicating the Administration's priorities to the public and our workforce. The February release date is purposely chosen to coincide with the release of the President's Budget. The Office of Public Affairs should assist with developing a communications plan to launch the new Strategic Plan.

Typically, this communications plan will include external engagement such as: press releases, website updates, stakeholder events, videos, media interviews, social media, etc. The communications plan will also include internal workforce engagement including banners, hard copies of the full plan, hard copies of a summary pamphlet, broadcast emails, and a town hall events.

Links

U.S. Department of Commerce 2022-2026 Strategic Plan -

<https://www.commerce.gov/sites/default/files/2022-03/DOC-Strategic-Plan-2022%20%932026.pdf>

Government Performance Results Modernization Act of 2010 -

<https://www.govinfo.gov/content/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf>



Audit, Internal Controls, and Risk Management

Executive Summary

Within the Office of the Secretary, the Chief Financial Officer/Assistant Secretary for Administration oversees Department-wide audit, internal controls, and enterprise risk management (ERM) functions. The Department has policies and procedures for audits, ERM, and both financial and non-financial internal controls. These important functions keep the Secretary of Commerce, senior leadership, Congress, and the public informed about problems or deficiencies relating to the Department's activities. When necessary, they recommend corrective actions or risk mitigations.

The Department's leadership is responsible for establishing and maintaining effective internal control and financial management systems that meet the objectives of the Federal Manager's Financial Integrity Act (FMFIA). Additionally, the Department's must comply with policies mandated in the following White House Office of Management and Budget (OMB) Circulars:

- A-11, Preparation, Submission, and Execution of the Budget
- A-123, Management's Responsibility for Enterprise Risk Management and Internal Control
- A-136, Financial Reporting Requirements

OMB Circular No. A-123 requires all agencies to coordinate ERM capabilities with the strategic planning and strategic review processes established by the GPRA Modernization Act of 2010, and the internal control processes required by FMFIA and Government Accountability Office (GAO)'s Green Book. Part 6 of OMB Circular A-11 further describes the relationship between the ERM framework and its integration with the federal performance framework. This includes the consideration of enterprise risks during the development of agency Strategic Plans and strategies to mitigate risks as part of the annual strategic review assessments. This integrated governance structure aims to improve mission delivery, reduce costs, and focus corrective actions towards key risks.

Independent Financial Audit Process and 2023 Results

Each year, the Department of Commerce receives an opinion from an independent public accounting firm that performs an audit of the Department's fiscal year consolidated annual financial statements. This audit is performed in accordance with U.S. generally accepted audit standards, standards applicable with Government Auditing Standards, and OMB Audit Requirements for Federal Financial Statements. The 2023 auditor was KPMG LLP.

The KPMG opinion is included in the Department's [FY2023 Agency Financial Report \(AFR\)](#). For the twenty-fifth year in a row, the independent auditors tasked with reviewing our financial statements have provided an unmodified opinion. However, one material weakness was identified involving improvement needed in controls over accounting for certain property, plant, and equipment and heritage assets. The Department's programs and operations are also audited by the Government Accountability Office (GAO) and the Office of Inspector General (OIG).



Government Accountability Office (GAO)

GAO is an independent, nonpartisan agency that works for Congress. Often called the "congressional watchdog," GAO examines how taxpayer dollars are spent and provides Congress and federal agencies with objective, reliable information to help the government save money and work more efficiently.

GAO High Risk list: The [GAO High Risk List](#) is a list of programs and operations that are considered 'high risk' due to their vulnerabilities to fraud, waste, abuse, and mismanagement, or that need transformation. The list also outlines recommended steps to take for improvement. It is issued every 2 years at the start of each new session of Congress and has led to more than \$675 billion in financial benefits to the federal government in the past 17 years. In 2023, the rankings for 16 of the 34 areas on the list showed no significant progress with one regressing. Ratings for 14 areas improved and two were able to come completely off the list due to significant progress. The following high-risk areas, identified by GAO, impact the Department of Commerce:

- Mitigating Gaps in Weather Satellite Data
- Improving the Management of IT Acquisitions and Operations
- Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests

Commerce Office of the Inspector General (OIG)

Under the Inspector General Act of 1978, as amended, the OIG seeks to improve the efficiency and effectiveness of the Department's programs and operations and works to detect and deter waste, fraud, and abuse. OIG monitors and tracks the use of taxpayer dollars through regular audits and reviews that involve employees, management officials, and affected departmental programs and operations. The findings from these audits, help the Department improve its programs and operations as well as prevent or detect fraud, waste, or abuse.

Top Management Challenges: The OIG is required to report annually on the most serious management and performance challenges facing the Department's programs and activities. There are typically about 8 challenges identified. Action plans and updates on these challenges are provided in the Department's Annual Performance Plan and Report (APPR).

OIG Hotline: The OIG maintains a Hotline for receiving allegations of fraud, waste, abuse, and gross mismanagement in the Department's programs or operations. Allegations may be reported through the Hotline 24 hours a day, seven days a week by DOC employees, contractors, or the public. Submissions to the OIG Hotline can be made via and online form, telephone, or mail.

Enterprise Risk Management (ERM)

The Department was one of the first Cabinet level agencies to establish an Enterprise Risk Management (ERM) function. The primary deliverable of the ERM function is the development



of a high-risk list of Commerce programs. The Department has an ERM council with representatives from every bureau and the GAO / OIG Audit Liaison functions for the Department. The Department and its operating units work collaboratively to identify and manage risks across the Department.

The Enterprise Risk Management team also serves as the Department's main point of contact for GAO and IG engagements. This team establishes the policies and procedures for GAO and IG audit liaisons and conducts any necessary follow-up or coordination on the performance, resolution and disposition of audits and reviews conducted throughout the Department.

Internal Controls

The Federal Managers' Financial Integrity Act (FMFIA) requires agencies to establish internal control and financial systems that provide reasonable assurance that the three objectives of internal control are achieved:

- Effectiveness and efficiency of operations.
- Compliance with applicable laws and regulations.
- Reliability of financial reporting.

In the federal government, the Five Standards for Internal Control are: 1. Control Environment, 2. Risk Assessment, 3. Control Activities, 4. Information and Communications, and 5. Monitoring.

Financial Internal Controls: Managed within CFO/ASA, the Office of Financial Management (OFM) is responsible for maintaining financial internal controls.

Non-Financial Controls: Managed within CFO/ASA, For example, Property inventory systems, records managements, and physical security. Non-Financial Internal Control Management is a component of the Department's ERM function.

Links

OMB Circular A-11 - <https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf>
OMB Circular A-123 -

<https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2016/m-16-17.pdf>

OMB Circular A-136 - <https://www.whitehouse.gov/wp-content/uploads/2023/05/A-136-for-FY-2023.pdf>

Office of Financial Management Website - <https://www.commerce.gov/ofm>

Federal Manager's Financial Integrity Act (FMFIA) -

https://obamawhitehouse.archives.gov/omb/financial_fmfia1982

GAO High Risk List - <https://www.gao.gov/products/gao-23-106203>

OIG Top Management Challenges - <https://www.oig.doc.gov/Pages/Top-Management-Challenges.aspx>



Assessing Organizational Progress and Performance

Executive Summary

The Deputy Secretary is the Chief Operating Officer (COO) for the Department of Commerce (DOC) and is responsible for the success of the Department's efforts to improve results and reduce costs. The GPRA Modernization Act of 2010 states that the COO "shall provide overall organization management to improve agency performance and achieve the mission and goals of the agency through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved." The law requires the COO with advising and assisting the head of the agency in these efforts, with support from the Performance Improvement Officer (PIO).

Assessing organizational progress and performance data across the Department follows Federal performance management laws and standardized framework established by the White House Office of Management and Budget (OMB). This Federal Performance Framework requires the use key performance indicators (KPIs) to measure the Department's progress on the Strategic Objectives (SOs) listed in the Commerce Strategic Plan, Agency Priority Goals (APGs), operating unit programs, management operations, and other leadership initiatives. The Department's COO has the following roles and responsibilities regarding APGs:

1. Set clear and ambitious goals to improve results and reduce costs.
2. Designate and empower a goal leader responsible for driving progress for each strategic objective and Agency Priority Goal.
3. Conduct data-driven reviews, at least every quarter, to accelerate progress, performance, and efficiency improvements on priority goals.
4. Identify and implement actions that improve results, enhance efficiency, manage risk and reduce waste.
5. Ensure internal and external transparency of performance information that increases accountability, results, and cost-effectiveness.
6. Establish a performance, program management, and evidence culture within the agency that inspires continuous improvement/learning, sets priorities, and challenges managers and employees at all levels to focus on better outcomes and lower-cost ways to operate.

The Office of Performance Excellence within the Office of the Secretary (OS) supports the Deputy Secretary/COO with these performance assessment efforts and coordinates data-driven review meetings where key findings are presented and discussed with senior leadership and if needed OMB.

Agency Priority Goal Reviews

Agency Priority Goals (APGs) were codified in statute by the GPRA Modernization Act of 2010 (GPRAMA). APGs are specific, challenging goals that can be accomplished in a two-year period. APGs tend to be developed in areas that are considered high priority and have the most opportunity for improvement. APGs allow agencies to regularly communicate their impacts



publicly, show responsible stewardship of taxpayer dollars, and highlight the use of performance management to deliver results.

Each CFO Act agency must select a small number of APGs, identify responsible officials, and review progress on a quarterly basis. Quarterly review meetings between the COO and relevant operating unit Goal Leaders are required by law. Agency leadership must set APGs that represent agency missions and priorities, review and report on progress quarterly, make sure program leaders are course correcting when needed, and promote a culture of using data and evidence to make decisions and monitor progress.

The Department currently has [five APGs for FY 2024-2025](#):

- 1. Ensure all Americans have access to high-speed, affordable, and reliable broadband**
- 2. Advance U.S. Semiconductor Manufacturing**
- 3. Protect U.S. Critical and Emerging Technology**
- 4. Advance Toward Climate Ready Coasts**
- 5. Accelerate place-based and innovation-driven economic development**

Annual Strategic Reviews

Every year from March through July, the Department conducts its Annual Strategic Review (ASR) for the Deputy Secretary/COO. The ASR formally assesses progress on each Strategic Objective as: On Track, Noteworthy Progress, or Focus for Improvement. The Performance Excellence Office within the Office of the Secretary (OS) leads this assessment in coordination with each Strategic Objective leader and their staff.

The ASR process is supported by performance measures and/or milestones and integrates Enterprise Risk Management (ERM) information to identify vulnerabilities/risks, mitigating actions, issues, and evidence related to the Strategic Objective. It fosters learning and informs revisions to strategies and performance indicators. The ASR process concludes with a meeting between the Deputy Secretary and senior leadership to review the Strategic Objective assessments and Department-wide summary of findings. This is followed up with a meeting between Commerce senior leadership and the Office of Management and Budget (OMB) where the ASR results are reviewed and discussion on specific key topics takes place.

In addition to the ASR, the Deputy Secretary may convene progress review meetings at any time with Strategic Objective leaders, particularly during the first year of a new Strategic Plan when action plans are established and initiated.

Organizational Assessments

Pursuant to 5 CFR 430.404(a)(5), each bureau within the Department is provided an annual assessment of overall organizational performance. This assessment compares appropriate bureau performance measures to individual Senior Executive Service (SES) performance plans each year.



Section 5-3 b Assessing Organizational Progress and Performance

Rating/reviewing officials and Performance Review Boards (PRB) consider organizational assessments when appraising senior employee performance. This data is used to make recommendations for SES annual performance-based pay adjustment and bonus recommendations.

Two updates occur during this process (Set 1 and Set 2). Set 1, includes preliminary year-end data to allow the Office of Human Resources Management (OHRM) to start the SES performance evaluation processes. Set 2 includes final year-end data for PRBs, appointing authorities, and Departmental Executive Review Board (DERB) consideration. Set 2 also includes metric-based justifications in support of the modal SES and SL/SL ratings and are submitted to OPM annually every Spring.

The Deputy Secretary/COO is responsible for assuring that SES performance expectations support progress on agency strategic objectives, performance goals, and indicators. This process ensures organizational progress is tied properly to senior leaders' performance ratings and is key to driving accountability within the Department.

Links

FY 2024-2025 APGs - <https://www.performance.gov/agencies/doc/apg/fy-24-25/>



Reporting Progress and Performance

Executive Summary

The Department of Commerce is a premier Federal statistical agency and leads the way in how data is made more accessible and useful to the American public. Reporting organizational performance data across the Department follows Federal performance management laws and the standardized framework established by the White House Office of Management and Budget (OMB). This Federal Performance Framework requires the use key performance indicators (KPIs) to measure the Department's progress on the Strategic Objectives (SOs) listed in the Commerce Strategic Plan, Agency Priority Goals (APGs), Bureau programs, management operations, and other leadership initiatives.

Currently, the Department publicly reports the progress on nearly 277 performance indicators on an annual basis. Annual targets are set for each of these performance indicators. The variance between actual results and the target are reported along with the five-year historical trend. The detailed data for all these performance indicators is include in the Department's annual Congressional Budget Justification.

The Performance Excellence Office within the Office of the Secretary (OS) leads these performance reporting efforts and reports key findings to senior leadership, OMB, and the public. Transparent public reporting of programmatic results fosters accountability and incentivizes improvements in the efficiency and effectiveness of operations.

Annual Performance Plan and Report (APPR)

In 2010, the Government Performance and Results Modernization Act (GPRAMA) was passed to build on a framework began by the 1993 Government Performance and Results Act (GPRA). The intent of this law is to promote improved service delivery, return on investment, measurable outcomes, data-driven decision making, transparency and accountability, frequent monitoring of data on progress, and effective internal management of the government.

According to GPRAMA, the Department's Annual Performance Plan (APP) should define the level of performance to be achieved during the fiscal year in which the plan is submitted and the next fiscal year (i.e., set the targets for each for these two years). The APP must cover each program activity set forth in the budget. The Annual Performance Report (APR) reports on progress made towards achieving the goals and objectives described in the Strategic Plan. The APPR is delivered in draft form to OMB in September and the final APPR is delivered to Congress every February with the Congressional Budget Justification. This approach improves the public's accessibility to the APPR and reduces any internal duplicative reporting timelines.

Quarterly Agency Priority Goal (APG) Updates

Every quarter, the GPRAMA and OMB policy requires the Department to report publicly the stratus of the Agency Priority Goals. This update is posted on the performance.gov website.



Annual Financial Report (AFR)

The AFR is an overview of how the Department manages resources and provides information on accomplishments and future plans. The AFR also reports on the Department's end of fiscal year financial position. This includes financial statements, notes on the financial statements, a report of the independent auditors, and a performance summary. The AFR is published on the Department's Office of Financial Management (OFM) website every year in November. The AFR is governed by OMB Circulars A-136 and A-11.

Commerce Performance Data Pro

At the beginning of FY 2020, the Department of Commerce launched Commerce Performance Data Pro, a website that provides the public an interactive online tool for learning more about the Department, its strategic objectives, and the progress Commerce is making. Commerce Performance Data Pro allows the public to easily understand how the Department impacts their daily lives by exploring Commerce Impact Stories and interacting with the Citizen's View Dashboards, charts, key performance indicators, and featured datasets. Users can interact with performance data, monitor efforts to strengthen the U.S. economy, and learn more about efforts to improve many critical services.

Additionally, Commerce Performance Data Pro uses metadata to assign the Department's key performance indicators to Strategic Objectives, Program Activities, and Bureaus to provide insight into how the Strategic Plan is executed. The website enables data analysis through interactive charts and graphs. The standard dashboards and charts reveal patterns and trends that make key insights obvious to viewers. The site's analytic capabilities, interactive open data, and ease of use directly supports the Department's increased use of program impact and performance data in decision-making.

Links

Commerce Performance Data Pro – <https://performance.commerce.gov/>
OMB Circular A-11 – <https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf>
OMB Circular A-136 - <https://www.whitehouse.gov/wp-content/uploads/2023/05/A-136-for-FY-2023.pdf>
FY 2023 AFR - https://www.commerce.gov/sites/default/files/2023-12/DOCFY2023AFR_508.pdf
FY 2023/2025 APPR - https://www.commerce.gov/sites/default/files/2024-03/FY2023-2025_APPR.pdf
FY 2024-2025 APGs - <https://www.performance.gov/agencies/doc/apg/fy-24-25/>



Internal Communications

Senior politically appointed leaders within the Department's headquarters have a variety of channels and ways to communicate management issues and engage with the workforce. The Office of Public Affairs is responsible headquarters internal communications policy and for developing and executing a robust centrally coordinated internal communication plan. Strong internal communications drive mission execution, organizational results and build a culture of high employee morale, collaboration, and innovation through increased employee engagement with the Department's strategic plan and the celebration of related strategic achievements.

“Broadcast” Emails - The Department has multiple email distribution lists that are categorized by purpose and geographic location. Broadcast emails cover topics that range from heritage recognition month messages, upcoming events, employee or bureau recognition, training announcements, library events, policy updates, leave guidance, and building closures. These emails are sent from: broadcast@doc.gov

“All Hands” Emails - All Hands emails are typically sent out Department-wide on topics that specifically impact the building, security, or general operations. For example, All Hands emails are sent out when things like construction, special events, or evacuation drills may impact DOC employees. These emails are sent from: all_hands@doc.gov

In-person Events - For important in-person events, the HCHB Auditorium has 486 fixed seats plus room for additional temporary seats in the orchestra pit. This includes Secretarial speeches, swearing in ceremonies, award ceremonies, guest lecturers, and employee town halls. The HCHB Lobby and Commerce Research Library are smaller venues often used for in person events, celebrations, and training sessions. The Census Bureau, USPTO, NOAA, and NIST campuses also have auditoriums and additional conference facilities. Traditionally, the Office of the Secretary hosts all Senior Executives from across the Department for an in-person leadership and training event one time each year.

Intranet - Commerce Connection is the Department's intranet website (i.e., internal network) website available to the Department's employees when logged into the secure network using their PIV card. It contains information such as standard forms, links to the Commerce Learning Center for trainings, staff directories, commonly asked questions, event calendars, etc. Commerce connection is accessed via this link: <https://connection.commerce.gov/>

Electronic Kiosks - Three electronic kiosks are in the HCHB. They are in the main lobby, near the 14th Street tunnel entrance, and in the Secretary's diplomatic receiving area.

Building Public Address System - The HCHB has an audio announcement system that is typically used to announce emergencies such as fire alarms, shelter in place, or evacuate the building instructions.



Committees with Jurisdiction Over Department of Commerce Priorities

Executive Summary

Senate and House Appropriations Committees

Senate Appropriations

House Appropriations

Senate Authorizing Committees

Banking, Housing, and Urban Affairs

Budget

Commerce, Science and Transportation

Energy and Natural Resources

Environment and Public Works

Finance

Foreign Relations

Homeland Security and Government Affairs

Indian Affairs

Judiciary

Small Business and Entrepreneurship

House Authorizing Committees

Budget

Energy and Commerce

Financial Services

Foreign Affairs

Judiciary

Natural Resources

Oversight and Government Reform

Science, Space and Technology

Transportation & Infrastructure

Ways and Means



Section 5-4 a – Committees with Jurisdiction Over the Department

Note: All listed members of Congress reflect committee leadership and make-up in the 118th Congress. Rosters and chairs and ranking members will likely be somewhat to significantly different in the 119th Congress.

Senate and House Appropriations Committees

Senate Committee on Appropriations

Senator Patty Murray (D-WA), Chair

Senator Susan Collins (R-ME), Ranking Member

<https://www.appropriations.senate.gov/>

Subcommittee on Commerce, Justice, Science and Related Agencies

Senator Jeanne Shaheen (D-NH), Chair

Senator Jerry Moran (R-KS), Ranking Member

<https://www.appropriations.senate.gov/subcommittees/commerce-justice-science-and-related-agencies>

House Committee on Appropriations

Rep. Tom Cole (R-OK-04), Chair

Rep. Rose DeLauro (D-CT-03), Ranking Member

<https://appropriations.house.gov/>

Subcommittee on Commerce, Justice, Science, and Related Agencies

Rep. Hal Rogers (R-KY-05), Chair

Rep. Matt Cartwright (D-PA-08), Ranking Member

<https://appropriations.house.gov/subcommittees/commerce-justice-science-and-related-agencies-118th-congress>



Senate Authorizing Committees

Senate Committee on Banking, Housing, and Urban Affairs (ITA, BIS)

Senator Sherrod Brown (D-OH), Chair
Senator Tim Scott (R-SC), Ranking Member
<https://www.banking.senate.gov/>

Subcommittee on National Security and International Trade and Finance (BIS, ITA)

Senator Mark Warner (D-VA), Chair
Senator Bill Hagerty (R-TN), Ranking Member
<https://www.banking.senate.gov/about/subcommittees#national-security-and-international-trade-and-finance>

Senate Committee on Budget (All of DOC)

Senator Sheldon Whitehouse (D-RI), Chair
Senator Chuck Grassley (R-IA), Ranking Member
<https://www.budget.senate.gov/>

Senate Committee on Commerce, Science and Transportation (All of DOC)

Senator Maria Cantwell (D-WA), Chair
Senator Ted Cruz (R-TX), Ranking Member
<https://www.commerce.senate.gov/>
<https://www.commerce.senate.gov/commerce-subcommittees>

Subcommittee on Communications, Media, and Broadband (NTIA, NIST)

Senator Ben Ray Luján (D-NM), Chair
Senator John Thune (R-SD), Ranking Member

Subcommittee on Consumer Protection, Product Safety, and Data Security (NTIA, NIST)

Senator John Hickenlooper (D-CO), Chair
Senator Marsha Blackburn (R-TN), Ranking Member

Subcommittee on Oceans, Fisheries, Climate Change, and Manufacturing (NIST, NOAA, NTIS)

Senator Tammy Baldwin (D-WI), Chair
Senator Dan Sullivan (R-AK), Ranking Member

Senate Committee on Energy and Natural Resources (NOAA)

Senator Joe Manchin (I-WV), Chair *Retiring*
Senator John Barrasso (R-WY), Ranking Member
<https://www.energy.senate.gov/>



Senate Committee on Environment and Public Works (EDA, NOAA)

Senator Tom Carper (D-DE), Chair *Retiring*

Senator Shelley Moore Capito (R-WV), Ranking Member

<https://www.epw.senate.gov/public/>

Subcommittee on Clean Air, Climate, and Nuclear Safety (NOAA)

Senator Edward J. Markey (D-MA), Chair

Senator Pete Ricketts (D-NE), Ranking Member

<https://www.epw.senate.gov/public/index.cfm?p=clean-air-climate-and-nuclear-safety>

Subcommittee on Transportation and Infrastructure (NOAA, EDA)

Senator Mark Kelly (D-AZ), Chair

Senator Kevin Cramer (R-SD), Ranking Member

<https://www.epw.senate.gov/public/index.cfm/transportation-and-infrastructure>

Subcommittee on Fisheries, Water, and Wildlife (NOAA)

Senator Alex Padilla (D-CA), Chair

Senator Cynthia Lummis (R-WY), Ranking Member

<https://www.epw.senate.gov/public/index.cfm/fisheries-water-and-wildlife>

Senate Committee on Finance (ITA, EDA, ESA)

Senator Ron Wyden (D-OR), Chair

Senator Mike Crapo (R-ID), Ranking Member

<https://www.finance.senate.gov/>

Subcommittee on International Trade, Customs, and Global Competitiveness (ITA)

Senator Thomas R. Carper (D-DE), Chair

Senator John Cornyn (R-TX), Ranking Member

<https://www.finance.senate.gov/about/subcommittees#international>

Senate Committee on Foreign Relations (BIS, ITA)

Senator Ben Cardin (D-MD), Chair *Retiring*

Senator Jim Risch (R-ID), Ranking Member

<https://www.foreign.senate.gov/>

Senate Committee on Homeland Security and Government Affairs (Census, BEA)

Senator Gary Peters (D-MI), Chair

Senator Rand Paul (R-KY), Ranking Member

<https://www.hsgac.senate.gov/>



Senate Committee on Indian Affairs (MBDA/Census)

Senator Brian Schatz (D-HI), Chair

Senator Lisa Murkowski (R-AK), Ranking Member

<https://www.indian.senate.gov/>

Senate Committee on Judiciary (PTO/NTIA)

Senator Dick Durbin (D-IL), Chair

Senator Lindsey Graham (R-SC), Ranking Member

<https://www.judiciary.senate.gov/>

Subcommittee on Intellectual Property

Senator Chris Coons (D-DE), Chair

Senator Thom Tillis (R-NC), Ranking Member

<https://www.judiciary.senate.gov/about/subcommittees>

Senate Committee on Small Business and Entrepreneurship (ESA, ITA)

Sen. Jeanne Shaheen (D-NH), Chair

Sen. Joni Ernst (R-IA), Ranking Member

<https://www.sbc.senate.gov/public/>



House Authorizing Committees

House Committee on the Budget (All of DOC)

Rep. Jodey Arrington (R-TX-19), Chair
Rep. Brendan Boyle (D-PA-13), Ranking Member
<https://budget.house.gov/>

House Committee on Energy and Commerce (NTIA, MBDA, ITA)

Rep. Cathy McMorris Rodgers (R-WA-05), Chair
Rep. Frank Pallone (D-NJ-06), Ranking Member
<https://energycommerce.house.gov/>

Subcommittee on Communications and Technology (NTIA)

Rep. Bob Latte (R-OH-05), Chair
Rep. Doris Matsui (D-CA-07), Ranking Member
<https://energycommerce.house.gov/committees/subcommittee/communications-technology>

Subcommittee on Innovation, Data, and Commerce (ITA, NTIA)

Rep. Gus Bilirakis (R-FL-12), Chair
Rep. Jan Schakowsky (D-IL-09), Ranking Member
<https://energycommerce.house.gov/committees/subcommittee/innovation>

House Committee on Financial Services (BIS)

Rep. Patrick McHenry (R-NC-10), Chair
Rep. Maxine Waters (D-CA-43), Ranking Member
<https://financialservices.house.gov/>

Subcommittee on National Security, International Development and Monetary Policy

Rep. Blaine Luetkemeyer (R-MO-03), Chair
Rep. Joyce Beatty (D-MO-03), Ranking Member
<https://financialservices.house.gov/118th-congress-subcommittees/subcommittee-on-national-security-illicit-finance-and-international-financial-institutions.htm>

House Committee on Foreign Affairs (BIS, ITA)

Rep. Michael McCaul (R-TX-10), Chair
Rep. Gregory Meeks (D-NY-05), Ranking Member
<https://foreignaffairs.house.gov/>



House Committee on Judiciary (PTO)

Rep. Jim Jordan (R-OH-04), Chair
Rep. Jerry Nadler (D-NY-12), Ranking Member
<https://judiciary.house.gov/>

Subcommittee on Courts, Intellectual Property and the Internet (PTO)

Rep. Darrell Issa (R-CA-48), Chair
Rep. Hank C. Johnson (D-GA-04), Ranking Member
<https://judiciary.house.gov/subcommittees/committee-judiciary-118th-congress/courts-intellectual-property-and-internet-118th>

Subcommittee on the Administrative State, Regulatory Reform, and Antitrust (PTO)

Rep. Thomas Massie (R-KY-04), Chair
Rep. J. Luis Correa (D-CA-46), Ranking Member
<https://judiciary.house.gov/subcommittees/committee-judiciary-118th-congress/antitrust-commercial-and-administrative-law-118th>

House Committee on Natural Resources (NOAA)

Rep. Bruce Westerman (R-AR-04), Chair
Rep. Raul Grijalva (D-AZ-07), Ranking Member
<https://naturalresources.house.gov/>

Subcommittee on Oversight and Investigations (NOAA)

Rep. Paul Gosar (R-AZ-09), Chair
Rep. Melanie Stansbury (D-NM-01), Ranking Member
<https://naturalresources.house.gov/issues/issue/?IssueID=5064>

Subcommittee on Water, Wildlife and Fisheries (NOAA)

Rep. Cliff Bentz (R-OR-02), Chair
Rep. Jared Huffman (D-CA-02), Ranking Member
<https://naturalresources.house.gov/issues/issue/?IssueID=5937>

Subcommittee on Indian and Insular Affairs (All of DOC as it relates to Indian Affairs at the Department)

Rep. Harriet Hageman (R-WY), Chair
Rep. Teresa Leger Fernández (D-NM-03), Ranking Member
<https://naturalresources.house.gov/issues/issue/?IssueID=5066>

House Committee on Oversight and Accountability (Census, ESA)

Rep. James Comer (R-KY-1), Chair
Rep. Jamie Raskin (D-NY-8), Ranking Member
<https://oversightdemocrats.house.gov/>



House Committee on Science, Space, and Technology (NOAA, NIST)

Rep. Frank Lucas (R-OK-03), Chair
Rep. Zoe Lofgren (D-CA-18), Ranking Member
<https://science.house.gov/>

Subcommittee on Energy (NOAA, NIST)

Rep. Brandon Williams (R-NY-22), Chair
Rep. Jamaal Bowman (D-NY-16), Ranking Member
<https://science.house.gov/subcommittee-energy>

Subcommittee on Environment (NOAA)

Rep. Max Miller (R-OH-07), Chair
Rep. Deborah Ross (D-NC-02), Ranking Member
<https://science.house.gov/subcommittee-environment>

Subcommittee on Investigations and Oversight (NOAA)

Rep. Jay Obernolte (R-CA-23), Chair
Rep. Valerie Foushee (D-NC-04), Ranking Member
<https://science.house.gov/subcommittee-investigations-oversight>

Subcommittee on Research and Technology (NIST, NOAA)

Rep. Mike Collins (R-GA-10), Chair
Rep. Haley Stevens (D-MI-11), Ranking Member
<https://science.house.gov/subcommittee-research-technology>

Subcommittee on Space and Aeronautics (NOAA)

Rep. Brian Babin (R-TX-36), Chair
Rep. Eric Sorenson (D-IL-17), Ranking Member
<https://science.house.gov/subcommittee-space-aeronautics>

House Committee on Transportation & Infrastructure (EDA, NOAA)

Rep. Sam Graves (R-MO-06), Chair
Rep. Rick Larsen (D-WA-02), Ranking Member
<https://transportation.house.gov/>

Subcommittee on Economic Development, Public Buildings, and Emergency Management (EDA)

Rep. Scott Perry (R-PA-10), Chair
Rep. Dina Titus (D-NV-01), Ranking Member
<https://transportation.house.gov/subcommittees/subcommittee/?ID=107419>

Subcommittee on Water Resources and Environment (NOAA)

Rep. David Rouzer (R-NC-07), Chair
Rep. Grace Napolitano (D-CA-31), Ranking Member
<https://transportation.house.gov/subcommittees/subcommittee/?ID=107422>



Section 5-4 a – Committees with Jurisdiction Over the Department

Subcommittee on Coast Guard and Maritime Transportation (NOAA)

Rep. Daniel Webster (R-FL-11), Chair

Rep. Salud Carbajal (D-CA-24), Ranking Member

<https://transportation.house.gov/subcommittees/subcommittee/?ID=107418>

House Committee on Ways and Means (ITA, ESA)

Rep. Jason Smith (R-MO-08), Chair

Rep. Richard Neal (D-MA-01), Ranking Member

<https://waysandmeans.house.gov/>

Subcommittee on Trade (ITA)

Rep. Mike Kelly (R-PA-16), Chair

Rep. Mike Thompson (D-CA-04), Ranking Member

<https://waysandmeans.house.gov/subcommittees/>



Federal Advisory Committee Act (FACA)

The Federal Advisory Committee Act (FACA) of 1972 (Public Law 92-463) was established to recognize the importance of seeking advice and assistance from our Nation's citizens. Federal Advisory Committees provide advice that is relevant, objective, and open to the public; act promptly to complete their work; comply with reasonable cost controls and recordkeeping requirements; and require government oversight through creation of the Committee Management Secretariat.

The Department of Commerce has approximately 64 Federal Advisory Committees listed below. They are established and operated based in compliance with FACA requirements. More detailed information on each Department Advisory Council can be found on the Office of Privacy and Open Government website: [Federal Advisory Committees | U.S. Department of Commerce](#)

Operating Unit	Advisory Committee Name
Bureau of Economic Analysis	Bureau of Economic Analysis Advisory Committee Federal Economic Statistics Advisory Committee
Bureau of Industry and Security	Emerging Technology Technical Advisory Committee Information Systems Technical Advisory Committee Materials Technical Advisory Committee President's Export Council Subcommittee on Export Administration Regulations and Procedures Technical Advisory Committee Sensors and Instrumentation Technical Advisory Committee Transportation and Related Equipment Technical Advisory Committee
Census Bureau	2030 Census Advisory Committee Bureau of the Census Scientific Advisory Committee Census Bureau National Advisory Committee on Racial, Ethnic, Other Populations
Economic Development Administration	National Advisory Council on Innovation and Entrepreneurship
International Trade Administration	Advisory Committee on Supply Chain Competitiveness Civil Nuclear Trade Advisory Committee Committee of Chairs of the Industry Trade Advisory Committees Environmental Technologies Trade Advisory Committee Industry Trade Advisory Committee on Aerospace Equipment Industry Trade Advisory Committee on Automotive Equipment and Capital Goods Industry Trade Advisory Committee on Chemicals, Pharmaceuticals, Health Science Products and Services Industry Trade Advisory Committee on Consumer Goods



Operating Unit	Advisory Committee Name
International Trade Administration	Industry Trade Advisory Committee on Critical Minerals and Nonferrous Metals
	Industry Trade Advisory Committee on Customs Matters and Trade Facilitation
	Industry Trade Advisory Committee on Digital Economy
	Industry Trade Advisory Committee on Energy and Energy Services
	Industry Trade Advisory Committee on Forest Products, Building Materials, Construction, and Nonferrous Metals
	Industry Trade Advisory Committee on Intellectual Property Rights
	Industry Trade Advisory Committee on Services
	Industry Trade Advisory Committee on Small, Minority, and Woman-Led Business
	Industry Trade Advisory Committee on Standards and Technical Trade Barriers
	Industry Trade Advisory Committee on Steel
	Industry Trade Advisory Committee on Textiles and Clothing
	President's Advisory Council on Doing Business in Africa
	President's Export Council
	Renewable Energy and Energy Efficiency Advisory Committee
Minority Business Development Agency	United States Investment Advisory Council
	United States Manufacturing Council
	United States Travel and Tourism Advisory Board
National Institute of Standards and Technology	Minority Business Enterprises Advisory Council
National Oceanic Atmospheric Administration	Advisory Committee on Earthquake Hazards Reduction
	Board of Overseers of the Malcolm Baldrige National Quality Award
	Industrial Advisory Committee
	Information Security and Privacy Advisory Board
	Internet of Things Advisory Board
	Judges Panel of the Malcolm Baldrige National Quality Award
	Manufacturing Extension Partnership Advisory Board
	National Artificial Intelligence Advisory Committee
	National Construction Safety Team Advisory Committee
	NIST Safety Commission
	Visiting Committee on Advanced Technology
	Advisory Committee on Commercial Remote Sensing
	Hydrographic Services Review Panel
	Marine and Coastal Area-based Management Advisory Committee
	Marine Fisheries Advisory Committee
	National Sea Grant Advisory Board



Section 5-4 b – Federal Advisory Committees

Operating Unit	Advisory Committee Name
National Oceanic Atmospheric Administration	NOAA Science Advisory Board
	Ocean Exploration Advisory Board
	Ocean Research Advisory Panel
	Space Weather Advisory Group
	United States Integrated Ocean Observing System Advisory Committee
National Telecommunications and Information Administration	Commerce Spectrum Management Advisory Committee
National Technical Information Service	National Technical Information Service Advisory Board
Office of the Under Secretary for Economic Affairs	Advisory Committee on Data for Evidence Building
U.S. Patent and Trademark Office	National Medal of Technology and Innovation Nomination Evaluation Committee



External Communications and Media

Executive Summary

Within the Office of the Secretary, the Department's Office of Public Affairs (OPA) coordinates all official public affairs communications and media activities across the Department of Commerce (DOC). The Director of Public Affairs is the principal adviser to the Secretary on all public affairs and strategic communications matters. The Director is also responsible for the Department's overall public information and speechwriting program, including policy oversight of the public affairs press staff in the operating units, and serves as the primary liaison for the Department with other government agencies on strategic public affairs and communications matters.

The Department uses traditional external communication methods such as official press releases, speeches, op-eds, and fact sheet articles. During FY 2024, DOC issued over 200 official press releases and coordinated over 170 Secretarial speeches. Through OPA, the Secretary also has access to an onsite video broadcast studio capable of producing audiovisual materials.

OPA also maintains the Department Headquarters' official website and social media accounts. Although the DOC operating units and many subcomponent programs have official websites and social media accounts, OPA coordinates these activities and accounts via the operating units' public affairs offices and the DOC Web Advisory Council. Within the Commerce.gov website, OPA manages the DOC public blog, which contains information about DOC programs, priorities initiatives, and various guest topics. OPA delivers this digital content via opt-in email distribution lists.

Although the Department maintains an official presence on most major social media platforms, LinkedIn gets the most engagement. The Commerce LinkedIn account has over 92,000 followers. During FY 2024 DOC posted over 400 times, with nearly 2.2 million impressions.

In addition to the Department's official X (formerly Twitter) account, the Secretary typically has their official "Secretary of Commerce" X (formerly Twitter) account that OPA maintains. For example, Secretary Raimondo's official Twitter account (@SecRaimondo) had about 84,000 followers as of October 2024. This account posts tweets one to six times per day. These posts are thoroughly vetted by OPA before going public.



Department's Websites

In FY 2024, the Department's official website, commerce.gov, had over three and a half million visits. While this is the Department Headquarters' official website, DOC has about 400 unique website domains with traffic tracked on the GSA's website: analytics.usa.gov. According to this website, which tracks traffic across more than 3,000 unique federal executive branch domains, DOC is regularly listed within the top five most viewed websites across all tracked federal government websites. The NOAA National Hurricane Center website nhc.noaa.gov is the most viewed DOC website in the Department, with over a hundred million visits in the last 30 days (as of October 11, 2024). The table below shows the Department's top 20 most-visited websites during a 30-day period.

Top 20 DOC Website Domains Listed by Most Site Visits	Number of Pageviews	Number of Visits
www.nhc.noaa.gov	340,494,180	102,916,931
www.time.gov	115,705,144	1,388,284
time.gov	102,148,612	881,155
forecast.weather.gov	71,712,320	43,347,463
radar.weather.gov	62,390,251	11,622,149
www.weather.gov	56,296,638	30,705,868
www.spc.noaa.gov	14,132,680	2,896,091
www.noaa.gov	11,913,249	8,216,433
www.star.nesdis.noaa.gov	11,559,164	3,966,771
www.nesdis.noaa.gov	10,678,620	8,171,529
www.cbp.gov	10,333,481	5,802,890
www.census.gov	8,025,626	3,451,307
aviationweather.gov	6,569,203	2,567,593
data.census.gov	5,933,874	1,079,505
www.uspto.gov	5,561,204	2,556,148
tsdr.uspto.gov	4,081,189	1,828,329
www.ndbc.noaa.gov	4,056,331	2,188,100
tidesandcurrents.noaa.gov	3,435,143	1,129,303
water.noaa.gov	3,349,621	2,283,335
www.nist.gov	2,748,754	1,538,923



Department's Social Media Accounts

Over 300 active social media accounts exist across the entire Department of Commerce. X, Facebook, and Instagram are the most used. The most active offices within DOC are within the National Oceanic and Atmospheric Administration (NOAA).

The U.S. Department of Commerce uses social media accounts to deliver (i.e., post) information that is also published on the "News" section of the Commerce.gov website. For example, a DOC blog is posted on the website post and shared via social media posts. Also, operating unit social media posts are often amplified by being "reshared" via the DOC Headquarters' social media accounts.

Department's Social Media Followers

The distribution of followers across all the Department's social media accounts is very similar to the trend that exists for DOC website traffic. Specifically, the Department's weather-related content gets the most followers, site visits, and users. NOAA has the largest number of social media followers across the Department's operating unit accounts, accounting for most of the Department's public communications reach.

Links

Website: <https://www.commerce.gov/>

Blog: <https://www.commerce.gov/news/blog>

Press Releases: <https://www.commerce.gov/news/press-releases>

RSS Feed: <https://www.commerce.gov/rss>

Twitter: <https://twitter.com/commercegov>

Facebook: <https://www.facebook.com/Commercegov/>

LinkedIn: <https://www.linkedin.com/company/u-s-department-of-commerce/mycompany/>

YouTube: <https://www.youtube.com/channel/UCDk7XARReoJChTwu1WojgRQ>

Instagram: <https://www.instagram.com/commercegov/>



Section 6

Herbert C. Hoover Building



Welcome to the Herbert C. Hoover Building

The Office of Facilities and Environmental Quality (OFEQ)

Please visit the OFEQ Self-Service Portal at www.Commerce.gov/OFEQ to electronically request work.

HCHB Security Office
HDispatch@doc.gov
 Non-Emergency 202-482-4584
 Emergency 202-482-2222
www.commerce.gov/OSY

Occupant Emergency Quick Reference Guide



Revised: 3/28/2024



Entrances
 Main Entrance - 24/7 RRB
 Tunnel Entrance - M - F 6:30am - 7:30pm
 ADA & Courier Entrance - M - F 6:30am - 7:30pm
 Secretary's/VIP Entrance - M - F 7:00am - 6:00pm
 M - F 6:30am - 7:30pm



Building Management And Facility Services
www.Commerce.gov/OFEQ
 202-482-1340
 Room C100, C level
 Heating and cooling, plumbing, electrical, and pests.



Janitorial Services
chimes@doc.gov
 202-482-5406
Request disinfecting wipes, hand sanitizer, trash receptacles, and cleaning. Contact if you are working in the building and would like to be added to the regular cleaning schedule.



Mail and Courier Services
HCHBMail@doc.gov
 202-482-4447
Contact the Mail Room to arrange mail pick-up.



Auditorium
www.Commerce.gov/OFEQ
 202-482-1340
 1st floor

Health Unit
 202-482-4088
 Room 60045, 6th floor
For a life threatening emergency, dial 911 or go to the nearest Emergency Room

Lactation Room
 Room 32027, 3rd floor
Contact the Health Unit for access.

Green Store
GoGreen@doc.gov
 Room 2511, 2nd floor
Office supplies available by appointment

Moving Services
OFEQ-Movers@doc.gov
 Room B511
 202-482-6215

HCHB Security Service Center
HCHBsecurity@doc.gov
 202-482-8355
 Room 1522, 1st floor
PIV Cards - Mon-Fri 8:00am-4:30pm



Research Library
research@doc.gov
 Room 1894, 1st floor

Space Management Services
SMD@doc.gov
 202-482-1340
Space and furniture modifications.

Child Care Center
Executive.Director@commercekids.org
 202-482-1587
 1st Floor

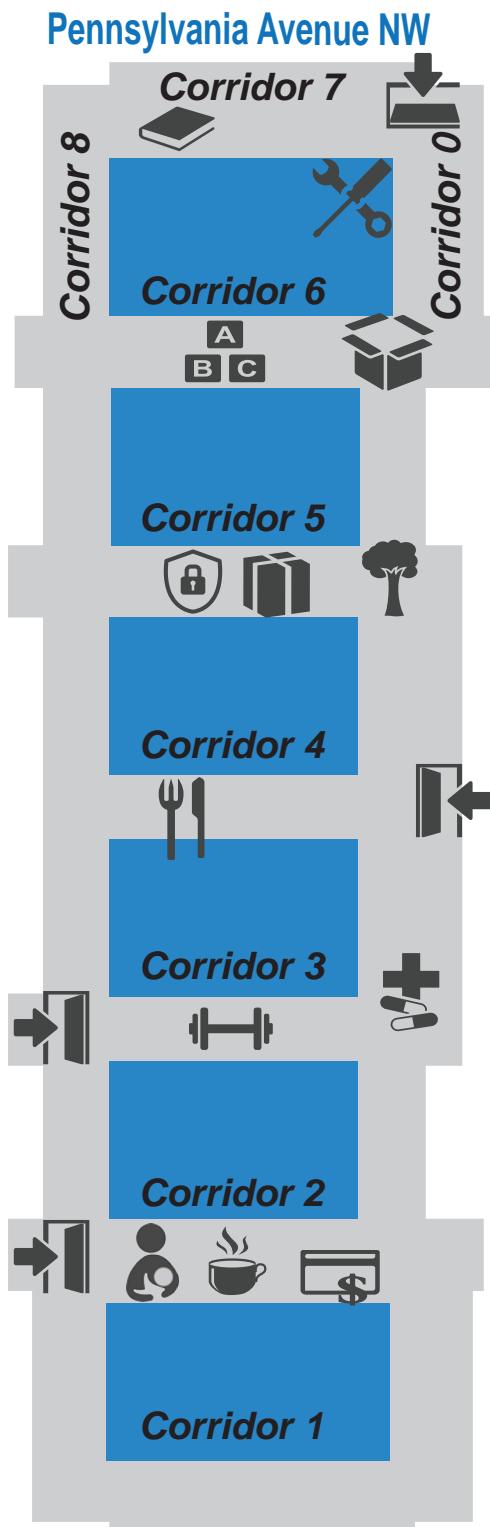
Credit Union
service@docfcu.org
 202-808-3600
 Tunnel Entrance, 8:30am - 3:30pm

Employee Assistance Program
www.Commerce.gov/hr/employees/work-life-balance/eap
 1-800-222-0364
24 hours a day/7 days a week

Fitness Center
COHOFitness@teamcfw.com
 202-482-0437
 Basement

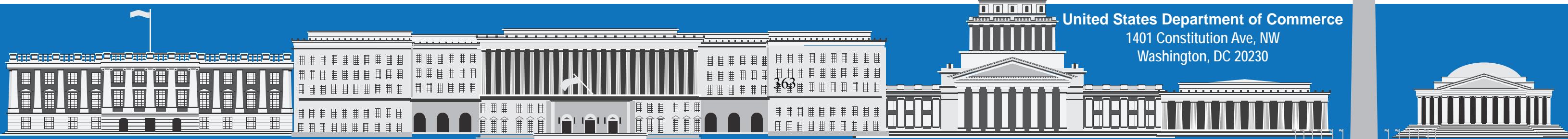
Business Café
 Rooms 52019 & C004
24 hour snacks and drinks

ADA & Courier Entrance
15th St NW Secretary's Entrance



Constitution Avenue NW

United States Department of Commerce
 1401 Constitution Ave, NW
 Washington, DC 20230





**Herbert Clark Hoover Building (HCHB)
Transportation, Directions, and Parking Information
Department of Commerce Headquarters
1401 Constitution Avenue, NW**

The main Commerce Building, Herbert C. Hoover Building (HCHB) is located at 14th Street and Constitution Avenue, NW in Washington DC. The main entrance is on 14th Street at the crosswalk that connects the north end of the Ronald Reagan Building in the middle of the block to HCHB.



Metro

The quickest way to get to the Department of Commerce is via the Metro Rail or bus. When taking Metro Rail, exit at Federal Triangle (Blue/Orange/Silver lines). Commerce is a short walk from the Federal Triangle Station; after exiting the Metro station, take the first set of escalators, bear right and continue through the breezeway; cross the courtyard and enter the Ronald Reagan Building. There is a security checkpoint here. Continue walking through the Reagan Building in the same direction; through the atrium and around the escalators; continue through the food court and through the double doors to the tunnel. Upon arriving at the HCHB basement tunnel entrance, additional security verification is required to gain entrance into the HCHB.



Section 5-2 b – HCHB Transportation and Parking Information

Note: In the unlikely event the tunnel is closed, take the escalators to the mezzanine level and exit the Ronald Reagan Building to the street. Follow the sidewalk around to the right leading to the crosswalk, at the crosswalk cross the street to the Department of Commerce, HCHB Building. The same security verification above applies.

Bicycle & Motorcycle Parking

The HCHB has 67 bicycle racks available for DOC employees, contractors and agency review team members. The racks are located in both the south and north courtyards. Motorcycle parking is available in both the south and north courtyards under the arches. Please be advised that security verification is required to gain entry into the courtyards.

Vehicle Parking

Two visitor parking spaces have been reserved at the Ronald Reagan Parking Garage for the agency review team: parking passes will be issued by the Transition/Landing Team Coordinator, as appropriate. On-site visitor parking is unavailable.

Additionally, public parking is available across the street from the HCHB at the Ronald Reagan Parking Garage. Costs range from \$14 for one hour or less, \$22 for 1-2 hours, \$24 for 2-4 hours, \$26 for 4-15 hours and \$38 for 15-24 hours.

For more information, please contact the Office of Space and Building Management at 202-482-1340 or visit the website: <https://www.commerce.gov/ofeq>