

# Project Overview

## National Telecommunications and Information Administration

### IT Organizational and Technical Assessment

**Background:** The National Telecommunications and Information Administration (NTIA), located within the Department of Commerce (DOC), 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 users, and ensuring that the Internet remains an engine for continued innovation and economic growth. NTIA has engaged The Academy in an IT assessment to review current organizational and technical capabilities and to outline strategies for future improvements.



### About the National Academy of Public Administration

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### Project Description

This assessment evaluated and recommended enhancements to NTIA's IT framework, ensuring it supports its operational and strategic needs efficiently. The Academy conducted the following activities as part of this study:

1. IT Organizational Assessment
2. IT Technical Assessment
3. IT Future State Planning

The Academy appointed a five-member Panel of Fellows to oversee and guide this study. Information on the Panel of Fellows and Study Team is provided in the Project Overview. A report with findings and recommendations was completed in March 2025.

The Panel provided a series of findings and recommendations for NTIA's ITD to consider, addressing topics such as staffing, customer experience, budget, services, IT governance and management, investment management, financial reporting, IT contract and project management, systems, enterprise support operations, cybersecurity, and future state planning.

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## Panel of Fellows

**Renee Wynn (Panel Chair),\*** Renee Wynn is a strategic Independent Board Director, Former CIO, and C-level Officer with 30+ years of diverse governance experience. Fusing her background in global IT operations, cybersecurity, AI/ML, supply chain, risk management, environmental policy, and government-to-business expertise, she provides actionable insights to companies and boards on scaling growth, expanding their footprint, establishing global technology and cybersecurity operations, while mitigating supply chain risk in highly regulated industries. Renee concluded her executive career as the CIO of NASA, leading the agency's global enterprise IT, overseeing 11 CIOs and a \$2B IT portfolio – serving +65K people, including astronauts on the International Space Station. At NASA, she also established the cybersecurity program including complex space systems – connecting all global ground systems, corporate, physical IT, and space.

**Alan Balutis,\*** Alan Balutis is Executive Director of The CIO Collective. He recently stepped down as Distinguished Fellow and Managing Partner with Cisco Systems strategy and consulting group. Before joining the networking firm, he served in public service and industry leadership roles. He was a founding member of the Federal CIO Council and served in several leadership positions on the Council. At the Department of Commerce, he headed their Office of Management, Budget and Planning and served as the first CIO of a cabinet-level agency. He finished his government career as Director of the Advanced Technology Program (ATP) at the National Institute of Standards and Technology; ATP funded cutting-edge, emerging technologies. He has been selected as a Federal Computer Week (FCW) FED 100 recipient eight times and was voted into membership in both the Government Computer News and FCW IT halls of fame. A strong advocate for government reform, he has authored six books and numerous articles and papers on that topic and spoken at multiple conferences. He's been a Fellow of the National Academy of Public Administration since 1998 and also is a Senior Advisor to Government Executives (SAGE) at The Partnership for Public Service. He serves on several corporate Government Advisory Boards.

**Margeret Graves,\*** Margie Graves is a Senior Fellow with the IBM Center for The Business of Government and the IBM Partner for Digital Transformation Strategy. Margie serves as a Senior Advisor to IBM's Federal Services practice and is a member of IBM's Former Government Executives Council. Her work with the Center and with IBM Federal accounts will be informed by her track record of experience and expertise in the government and private sectors. She is the former Federal Deputy CIO for the Office of Management and Budget where she worked to improve the way Government delivers results and technology services to the public. She led the Office of the Federal Chief Information Officer efforts to drive value in Federal IT, deliver digital services, protect Federal IT assets and information, and develop the next generation IT workforce. She also drove elements of the President's Management Agenda; IT Modernization, Data as a Strategic Asset and Workforce of the 21<sup>st</sup> Century. Prior to her role as Federal Deputy CIO, Margie served as the Deputy CIO at the U.S. Department of Homeland Security (DHS). As the DHS Deputy CIO, she had oversight of an IT portfolio of \$5.4 billion in programs. In addition, she managed the operations of the Office of the Chief Information Officer, covering the functional areas of Applied Technology, Enterprise Architecture, Data Management, IT Security, Infrastructure Operations, IT Accessibility, Budget, and Acquisition.

**Cynthia Heckmann,\*** Cynthia Heckmann is a former Project Director and current fellow of the National Academy of Public Administration. She has extensive "hands on" experience in managing a wide range of administrative functions and implementing significant change management initiatives focused on improving efficiency, effectiveness, customer service, and employee engagement. In addition, she has led studies analyzing myriad programs and administrative functions. She previously served as Project Director on NAPA's reviews of the Office of Personnel Management's statutory and non-statutory functions, the National Academies of Science, Engineering and Medicine's study and administrative processes, the Secret Service's organizational change efforts, the National Science Foundation's use of cooperative agreements in support of large-scale research facilities and the Department of Justice's Civil Rights Division, as well as leading the Center for Disease Control's human resource process review. Her extensive career at the Government Accountability Office includes serving as the Chief Human Capital Officer (CHCO) and Deputy Chief Information Officer. Cynthia also has executive branch experience, as well as state government experience. She served as a strategic advisor on research studies for the Partnership for Public Service and is currently a CHCO SAGE—Strategic Advisor for Government Executives—for the Partnership.

**Bobbie Stempfley,\*** Roberta G. "Bobbie" Stempfley is the Chair of the CIS Board of Directors. She also serves as Vice President, Business Unit Security Officer (BUSO) – Infrastructure Solutions Group for Dell Technologies. Bobbie brings more than 20 years of security and digital transformation experience to the role and leads the implementation of security and resiliency programs across the Infrastructure Solutions Group. Before joining Dell, Bobbie served as the Managing Director of the CERT™ Division at the Software Engineering Institute, a part of Carnegie Mellon University. Prior to her time at Carnegie Mellon, Bobbie had a successful career in the U.S. Department of Homeland Security and the U.S. Department of Defense where she held senior executive leadership roles in technology and cybersecurity, including Chief Information Officer of the Defense Information Systems Agency and Deputy Assistant Secretary for Cybersecurity and Communications at DHS.

## PROJECT STAFF

**Brenna Isman, Director of Academy Studies**

**Roger Kodat, Senior Project Director**

**Sukumar Rao, Senior Advisor**

**Maria Rapuano, Senior Advisor**

**Kate Connor, Senior Analyst**

**Kate Kellen, Senior Research Associate**

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