

that such part of the staff as is designated minority staff shall be under the general supervision of the ranking member and under the immediate direction of the minority staff director.

(2) Any member of the committee should feel free to call upon the staff at any time for assistance in connection with committee business. Members of the Senate not members of the committee who call upon the staff for assistance from time to time should be given assistance subject to the overriding responsibility of the staff to the committee.

(3) The staffs primary responsibility is with respect to bills, resolutions, treaties, and nominations and other matters within the jurisdiction of the committee. In addition to carrying out assignments from the committee and its individual members, the staff has a responsibility to originate suggestions for committee or subcommittee consideration. The staff also has a responsibility to make suggestions to individual members regarding matters of special interest to such members.

(4) It is part of the staff's duty to keep itself as well informed as possible in regard to developments affecting foreign relations and national security and in regard to the administration of foreign programs of the United States. Significant trends or developments which might otherwise escape notice should be called to the attention of the committee, or of individual Senators with particular interests.

(5) The staff shall pay due regard to the constitutional separation of powers between the Senate and the executive branch. It therefore has a responsibility to help the committee bring to bear an independent, objective judgment of proposals by the executive branch and when appropriate to originate sound proposals of its own. At the same time, the staff shall avoid impinging upon the day-to-day conduct of foreign affairs.

(6) In those instances when committee action requires the expression of minority views, the staff shall assist the minority as fully as the majority to the end that all points of view may be fully considered by members of the committee and of the Senate. The staff shall bear in mind that under our constitutional system it is the responsibility of the elected members of the Senate to determine legislative issues in the light of as full and fair a presentation of the facts as the staff may be able to obtain.

(b) *Personal Representatives of the Member (PRM).*—Each Senator on the committee shall be authorized to designate one personal staff member as the member's personal representative of the member and designee to the committee (PRM) that shall be deemed to have the same rights, duties, and responsibilities as members of the staff of the Committee on Foreign Relations where specifically provided for in these rules.

(c) *Restrictions.*—

(1) The staff shall regard its relationship to the committee as a privileged one, in the nature of the relationship of a lawyer to a client. In order to protect this relationship and the mutual confidence which must prevail if the committee-staff relationship is to be a satisfactory and fruitful one, the following criteria shall apply, unless staff has consulted with and obtained, as appropriate, the approval of the Senate Ethics Committee and advance permission from the staff director (or the minority staff director in the case of minority staff):

(A) members of the staff shall not be identified with any special interest group in the field of foreign relations or allow their names to be used by any such group; and

(B) members of the staff shall not accept public speaking engagements or write for publication in the field of foreign relations.

(2) The staff shall not discuss their private conversations with members of the committee without specific advance permission from the Senator or Senators concerned.

(3) The staff shall not discuss with anyone the proceedings of the committee in closed session or reveal information conveyed or discussed in such a session unless that person would have been permitted to attend the session itself or is a member or staff of a relevant committee or executive branch agency and possesses an appropriate security clearance, or unless such communication is specifically authorized by the staff director or minority staff director. Unauthorized disclosure of information from a closed session or of classified information shall be cause for immediate dismissal and may, in certain cases, be grounds for criminal prosecution.

RULE 15—STATUS AND AMENDMENT OF RULES

(a) *Status.*—In addition to the foregoing, the Committee on Foreign Relations is governed by the Standing Rules of the Senate, which shall take precedence in the event of a clear inconsistency. In addition, the jurisdiction and responsibilities of the committee with respect to certain matters, as well as the timing and procedure for their consideration in committee, may be governed by statute.

(b) *Amendment.*—These rules may be modified, amended, or repealed by a majority of the committee, provided that a notice in writing (including by electronic mail) of the proposed change has been given to each member at least 72 hours prior to the meeting at which action thereon is to be taken. However, rules of the committee which are based upon Senate rules may not be superseded by committee vote alone.

RECOGNIZING THE JOINT CONGRESSIONAL COMMITTEE ON THE INAUGURATION

Ms. KLOBUCHAR. Mr. President, on January 20, 2025, the Joint Congressional Committee on Inaugural Ceremonies—JCCIC—hosted the inauguration of President Donald Trump.

This year, I chaired the joint committee with Senator FISCHER, my counterpart on the Senate Committee on Rules and Administration. I thank her and the rest of the committee members—Leader SCHUMER, Speaker JOHNSON, Leader SCALISE, and Leader JEFFRIES—for their partnership.

In the first 20 days of January, the Capitol Complex was the focus of three large-scale events—the January 6 Election Certification, the lying in state of former President Jimmy Carter, and the 60th inaugural ceremonies. And after the President-elect requested the ceremonies be held indoors, our staff and partners worked around the clock to prepare the U.S. Capitol Rotunda for the ceremonies and the Capitol Visitor Center Emancipation Hall for additional guests to watch the proceedings.

Today, I want to thank those who worked tirelessly to plan and execute the 60th inaugural ceremonies. The JCCIC staff, partners, and volunteers were all crucial in countless ways.

I want to especially thank the staff director of the Rules Committee Elizabeth Farrar, who also served as staff director for JCCIC.

Our committee's U.S. Capitol Police Liaison Captain Sean Patton worked

tirelessly to synchronize the work of the JCCIC and the department's inaugural task force, commanded by Inspector Mike Spochart. I want to thank Captain Patton, the inaugural task force, the National Guard, and the entire law enforcement and security partnership which makes up the Washington Metropolitan Area's National Special Security Event Executive Steering Committee.

I also want to acknowledge JCCIC's important partnership with Mayor Bowser's District of Columbia Presidential Inaugural Committee under the leadership of Lindsey Parker. Together, we were able to focus on the end-to-end guest experience of constituents visiting our Nation's Capital for the inauguration.

The JCCIC ticketing and Member services team, led by Davita Jones and including Anthony Davis, both detailed from the House Sergeant at Arms Office, and Navy CAPT Judy Malana, counted, organized, and distributed more than 200,000 tickets for the ceremonies and coordinated the attendance with all JCCIC's traditional guests. They were aided in the counting by over 200 volunteers. Sarah Wheeling and the congressional publishing team at the Government Publishing Office oversaw the design, printing, and inspection of all tickets and program materials, working efficiently on tight deadlines to deliver products worthy of the occasion.

The operations team, led by Lauren McBride, who was on loan from the House Sergeant at Arms Office and is a veteran JCCIC staffer, kept track of every detail, planning rehearsals and walkthroughs, and executing the day. The operations team supporting JCCIC included Abby Stahl, Randall Bethea, Elizabeth Khader, Jordan Prince, Destiny Davis, Martha McPhee, Zachary Hassay, and Chris Brantley.

Abby, a JCCIC veteran from Senator FISCHER's office, effectively led multiple timeline meetings, ensuring both the production timeline and the Inauguration Day "run of show" reflected the synchronized best information from JCCIC, the Architect of the Capitol, the Capitol Police, and the military.

Randall taught radio protocols and, by leading Capitol Compass walkthroughs each week, ensured staff knew their way around the Capitol. Randall also led inclement weather planning and coordinated JCCIC participation in the Department of Defense dress rehearsal on January 12.

Elizabeth, on loan from the Senate Sergeant at Arms office, coordinated all the rooms JCCIC needed to hold guests and other Inauguration Day assets, accommodating special requests, furniture, and catering. Elizabeth was additionally responsible for the signing ceremony in the President's Room.

As platform director, Jordan ensured the platform was ready to hold more than 1,300 guests, each with a specific seat based on inaugural protocol and

precedent. When plans shifted indoors, Jordan's focus pivoted to accommodating Congress, the President-elect's guests, and traditional guests in the Rotunda. Destiny provided critical administrative and logistical support to Jordan.

Martha, another veteran JCCIC staffer, and Zachary had the task of working with our U.S. Capitol Police partners, including Captain Patton and the inaugural task force, to manage the credentialing process for more than 8,000 personnel. They also provided critical liaison with our Joint Task Force-National Capital Region military partners on all the military resources needed on Inauguration Day.

Chris Brantley, from visitor services in the Capitol Visitor Center, recruited, tracked, trained, and managed employment of more than 350 volunteer "JCCIC Ambassadors" in tasks ranging from ticket counting to wayfinding to escorting participants and guests. Though not all served on Inauguration Day, their contributions were essential to our overall success, and I would like to thank the following Volunteer JCCIC Ambassadors:

Althea Abbott, Sara Adams, Harley Adsit, Joey Aguilo, Nolan Ahern, Joshua Anderson, Michael Appelbaum, Claudette Archambault, Rebekah Armstrong, Benjamin Arquit, Abigail Ashcraft, Alexander Attebery, Grant Auman, Sky Avants, Zehra Bakirdan, Shawn Baldy, Andrew Bambrick, Zachary Bannon, Jennifer Bastin, Audrey Beck, Sara Bell, Lyssa Bell, Caroline Bender, Ashlynn Beninga, Craig Berning, Jacqueline Bisille, Thomas Blanford, Jackson Blodgett, Anthony Bocchino, Micah Bock, Jody Bogoslavski, Savannah Bolender, Claire Bossong, Scott Boswell, Taylor Bradley, Lindsay Brand, Matt Brennan, Alyssa Bretan, Caroline Broom, Joseph Brown, Sarah Brown, Alex Brunner, Britney Butler, John Byers, Larry Calhoun, Jillian Cantrell, Molly Carpenter, Luke Catanzaro, Paloma Chacon, Christy Charbonnet, Daniela Chirinos Vasquez, Peter Chong, William Christian, Madelon Clark, Patricia Clarke, Matthew Clemence, Adam Cloch, Sarah Coffman, Rachel Coll, Katherine Covington, Caleb Crosswhite, Peter Crumpler, Candace Cunningham, Jacob Custer, David D'Antonio, Miranda Dabney, Marjorie Daily, Noelle Dana, Owen Dankworth, Graydon Daubert, Isabel David, Jasper Davis, Bryer Davis, Alexandra Davis, Alexis Davis, Sean Decker, Catalina Delgado, Arianna Delgado, Margaret Deneen, Nora Derrick, Luke Diel, Madeleine Dierksheide, Nathan Dinh, Logan Dobbins, Connor Domingue, Caroline Donlon, Kelsie Donovan, Jonathan Downing, Sarah Drake, John Draxler, Benjamin Driscoll, Samanta Dunford, Elizabeth Dunlap, Darin Durand, James Durham, Anne Earthman, Benjamin Easter, Flannery Egner, Manik Elahi, Margaret Elliott, Ross Elston, William Emerson, Alyssa Erdel, Benjamin Esposito, Carley Esser, Samantha Ewing, Jeanne Fahey, Adam Fairchild, Lila Farris, Charlotte Featherston, Sarah Fernandes, Sarah Ferrell, Alex Fink, John Fossum, Emma Fullerton, Mary Galey, John Ganter, Sara Garcia, Brianna Garcia, Thomas Garloch, Chongyang Ge, Eric Gebhart, Kristen Gentile, Madelyn Gerken, Sarah Gilbert, Andrea Gilsdorf, Andrew Gleaton, Celestine Gold, Ernest Gomez, Kaily Grabemann, Patrick Green, Nicholas Greene, Mariah Greenlee, Haley Griffiths, Maddisen Grimm, Khenadi Grubb, Andrew Guernsey,

Ella Gunn, Caroline Hamilton, Hannah Hancock, Wesley Harkins, Laurie Harris, Austin Harrison, Grace Harrison, Michael Hart, Daniel Hartl, John Hatfield, Wesley Helms, Holly Hendrix, Bridget Henne, Bryson Henriott, Nicole Herman, Rosanna Hernandez, Sofia Herring Jones, Allison Hibben, Elliot Higgins, Grace Higgins, Emma Hoffschneider, Ryan Hofmann, Elizabeth Hood, Randall Hopkins, David Horsley, Kelsie Hovenden, Preston Howey, Charles Huang, Calvin Huggins, Margaret Hughes, Cecilia Hutton, John Isaacs, Madeline Jackson, Janquil Jackson, Noah Jackson, Hannah Jahreis, Danielle Janowski, Matthew Jansen, Andrea Jenkins, Alexandra Jenkins, Conrad Johnson, Jamie Johnson, Demarion Johnson, Joseph Johnston, Dylan Jones, Tekia Jones, Hiroya Jordan, Charles Judson, Samuel Kaardal, Haig Kadian, Charles Kaiman, Benjamin Kelley, Macie Kelly, Megan Kenney, Lauren Ketchum, Chelsie Keys, Edward Kim, Hunter Kirkland, Jake Kirshen, Steven Klausner, Arden Koenecke, Christine Kortokrax, Alexandra Kotsovos, Sidney Kucera, Erin Kuil, Brayden Lacefield, Matthew Lamb, John Laseter, Robyn Lea, Hannah Levins, Luke Lilly, Jack Lincoln, William Lissau, Amelia Litynski, Alana Lomis, Parker Loy, Kate Lundberg, April Lyman, Connor Lynch, Joseph Madel, Mary-Eileen Manning, Andrew Mansell, Skyler Mansell, Joseph Martin, Sarah Martin, Victor Martins, Kimberly Mash, Justin Mastrangelo, Donald Mathis, Reagan Mays, Georgette Mbengue, Shekyla McBroom, Max McClendon, Meghan McCully, Scott McElhaney, Tara McGee, William McKenna, Brenda McKinney, Jacob McMeekin, Leah McPhearson, Ian McPhearson, Bryce McWilliams, Walton Mears, Lauren Meininger, Davis Michols, William Miles, Matthew Mondello, Morgan Money, Nathanael Monroe, Meredith Moore, Emma Morris, Ruby Moukadam, Jackson Mountain, Prisila Muñoz, Braden Murphy, William Murphy, Margaret Murphy, Amy Nabozny, Antonia Nascimento, Bradley Nathan, Casey Nelson, Benjamin Newhart, Madison Newsom, Luke Nickless, Katherine Nikas, Malaika Njikerber, Blake Nolan, Amy Nycz, Susan Occhipinti, Elizabeth Oien, Anderson Okoniewski, Brooke Oliver, Haley Parker, Adam Parkinson, Drew Parks, John Pecaro, Angelika Pellegrino, Colm Pelletier, Madeline Peltzer, Meghan Perez-Acosta, Carolyn Perlmutter, Matthew Perricone, Mark Peterson, Jana Pierce, Riley Pingree, Chad Pit-Og, Tyler Platt, Mary Popadiuk, Gigi Powers, Gavin Proffitt, Ryan Prosperie, Harrison Ransley, Thomas Reckling, Paula Restrepo, Lauren Reuss, Kyle Rimando, Katherine Robbins, Elizabeth Robbins, Ann Robinson, Joseph Rosenwinkel, Elizabeth Rowland, Jackson Rudden, Joseph Russo, Rebecca Rybczyk, Eduardo Sacasa, Samantha Salonen, Coby Sammis, Jessica Santos, Robert Sar, Robby Saunders, Bethan Saunders, Karen Schmitt, Ansley Schoen, Athena Schritz, Emma Schultheis, Lisa Schultz, Hannah Schwartz, John Seibels, Sara Severens, Mitchell Shea, Michael Shinholster, Alexia Sikora, Sophia Slacik, Alexandria Smith, Elliot Smith, Stephen Spaulding, Adam Stewart, Kennedy Stowater, Caroline Strock, Kirby Struhar, Robert Sucher, Kate Sweeney, John Szymanski, Ruby Tavernier, Brooke Taylor, Grey Taylor, Jon Tester, Christopher Thomas, Katherine Thomas, Kaitlyn Tomko, Ann Topp, Dominic Travis, Courtney Trigg, Ajai Tripathi, Shay Turman, Kimberly Vander Meulen, Trysten Villarreal, Ashlee Vinyard, Jesse von Stein, Landy Wade, Rachel Walker, Thomas Walker, Carolanne Walls, James Walsh, Lindsay Walton, Christina Ware, Emily Welch, Laura Wengloski, Nicholas West, Grayson Westmoreland, Garrett

Wilbanks, Clifford Williams, Jordan Wilson, Luke Wilt, Kaitlyn Wolfe, Zoe Wong, Noah Yantis, Elizabeth Yoder, Connor Young, Amira Zaidi, and Kristina Zuccarelli.

The Capitol venues team was led by Grant Scherling from the Office of the House Chief Administrative Officer, whose acquisition and use of detailed Capitol complex maps, schematics, and diagrams were essential to the planning effort. The east front team of Michael Delaune and Brian Hublar coordinated with partners from the inaugural task force, U.S. Secret Service, and the Presidential Inaugural Committee on all motorcade arrivals, movements, and departures on the east front of the Capitol, to include the landing and take-off of the HMX-1 helicopter for the farewell of President Biden.

Inside the halls of the Capitol Building, the Capitol core team of veteran JCCIC staffers Molly Stevens and Abby Stahl was joined by Noreen Kassam and became the backbone of JCCIC execution on Inauguration Day. They led multiple walkthroughs with principals and senior staff and pivoted seamlessly when the ceremonies moved indoors. Not only did they rehearse every step for every guest, but they also made sure to document it in "PILLARS"—the Presidential Inauguration Line-by-Line and Relevant Seating application developed by the expert software development team at the Senate Sergeant at Arms—so staff and volunteers would have real-time access to the most up-to-date plan.

Maggie Tyler, detailed from the National Park Service, worked tirelessly with the Capitol Police, Tyler Pumphrey and Liz Aduso from the Office of Congressional Accessibility Services, and other Capitol Hill and DC partners to plan all aspects of the guest experience on the west front of the Capitol. With the help of Michelle Reinshuttle, on loan from the Capitol Police Board staff, Maggie's team maximized on-site viewing of the inaugural ceremonies and allowed the first-ever indoor rendering of First Honors for the President by the military.

I want to thank Abbie Platt, another former JCCIC staffer, and McKinley Scholtz for their artistic eye, attention to detail, and perseverance in the face of change, which made this year's inaugural luncheon a success. We are grateful for the support of Korbel, Lenox, the Wine Institute, Brown-Forman, the Art Institute of Chicago, and the Smithsonian Chamber Players.

The communications team was led by Eliza Duckworth. Eliza, working closely with my personal office staff, focused on response to and engagement with national media, while Reilly McBride focused on the livestream production which reached over 5 million people with the help of Paul Winston of Razor Management and Ronn Jackson and Emily Boisvert from Capitol Visitor Services, who served as emcees throughout the day. Meanwhile, Chase Baran managed our online presence for internal and external audiences.

Wendy Dawson, our director of press logistics, brought to the team extensive industry experience covering numerous political conventions, State of the Union Addresses, and six Presidential inaugurations. The strong relationships she developed across the Capitol campus, especially with the Media Galleries and Senate Photographic Services, enabled the highest standard of press coverage.

The efforts of the administration team of Elisa Mendez, Nick Stella, and Teddy Kohlhaas, all under the leadership of Christi Mayer, helped to keep everyone on track and to feel supported, and Thomas Weber ensured our IT resources never let us down. Toni Covert, from the Office of the Clerk of the House, led the gifts and commemoratives section of the administrative team, spearheading selection and acquisition of the luncheon gifts and distribution of thousands of program kits and hundreds of other commemorative items.

I also want to thank my staff, including my chief of staff Tamara Fucile, Heidi Kraus Kaplan, Jane Meyer, Lizzie Haskell, Jack Hostager, Madeline Coles, and Maixee Lee, as well as my Rules Committee staff, especially Ben Driscoll and Stephen Spaulding, who—in addition to their normal duties—provided expert advice and counsel to the JCCIC. Thank you also to the JCCIC staff representatives of our committee members.

Cami Morrison, a veteran of six JCCICs, concurrently served as both chief clerk of the Senate Rules Committee and senior adviser to JCCIC. She provided administrative oversight to the JCCIC but, more importantly, served as a valued mentor to every member of the staff from the staff assistants to the executive director. When the ceremonies moved indoors, Cami's in-depth knowledge of inaugural-specific protocol and precedence was critical to the event.

Julia Daniel, our chief of staff, retired from Active-Duty Marine Corps service halfway through her time with JCCIC and came back onto the team as a civilian without missing a beat. A veteran of six inaugurations, her meticulous attention to detail improved all our plans, and her calm professionalism and decisive leadership preserved essential elements of the ceremonies while still ensuring the President-elect was sworn in on time. Stefanie Muchow from Leader THUNE's office provided invaluable support to Julia backstage as she expertly addressed challenges.

For Mike Wagner, our executive director, participation in inaugural ceremonies began when he was a high school tuba player at President Nixon's second inauguration in 1973 and includes a 44-year Army career culminating as the military lead for the 57th, 58th, and 59th Presidential inaugurations. His organizational skills, calm demeanor, and quiet confidence served JCCIC well in this, his 13th Presidential inauguration.

I want to thank Secretaries of the Senate Ann Berry and Jackie Barber and from the Office of the Secretary, Sydney Butler, Senate Historian Kate Scott, Senate Curator Melinda Smith; and from the Curator's staff, Lacey Baradel, Theresa Malanum, and Jennifer Krafchik.

I also want to thank the Architect of the Capitol Thomas Austin, who built the outdoor platform and media risers, then seamlessly pivoted to design, build, and install a beautiful new stage in the Capitol Rotunda. From Thomas's staff, I thank Mark Reed, Raynell Bennett, Matthew Aye, Jason McIntyre, and Dwayne Thomas.

I thank House Sergeant at Arms Bill McFarland and his staff, especially Ted Daniel, Seton Gardner, and Becky Fontaine.

I thank Senate Sergeant at Arms Jennifer Hemingway and her staff, including Carly Flick and Hannah Pfaltzgraff; Mike Mastrian, Jeff Kent, Laura Reed, and Justin Wilson from the Media Galleries; Myles Cullen and the Photographic Services team; Yvonne Bennett, Scott Mead, Chris Wilde, Blair Cooper, and Diego Torres from the Senate Recording Studio; Sam Jacobs from Capitol Facilities; Ray Woeller and Jim Green, who managed the credentialing contract; and the entire *PILLARS* development team of Casey Bishop, Jason Blum, Roger Masse, Atul Patel, Silvino Da Sul, Mehmet Yuksel, Brad Nathan, Claudette Archambault, and Jason Tongarm.

On January 20, 2025, the world witnessed the 60th inaugural ceremonies, as they have every 4 years since 1789, and I offer my sincere thanks to everyone who worked on these ceremonies.

RECOGNIZING NATIONAL DRAM DAY

Mr. RISCH. Mr. President, today, I rise to celebrate National DRAM Day and recognize the historic invention of dynamic random access memory, DRAM. Patented by Dr. Robert Dennard on June 4, 1968, DRAM revolutionized computing and shaped the digital age.

Today, DRAM is an essential component of cutting-edge technologies, such as artificial intelligence, and in everyday devices—from personal computers to cell phones. This groundbreaking American invention spurred innovation across industries, including defense and manufacturing, strengthening our Nation's global leadership in advanced technology. Furthermore, DRAM has led to the development of critical devices that have improved Americans' access to technology, enhanced our quality of life, and created millions of high-paying jobs, including many in my home State of Idaho.

In the 57 years since this remarkable achievement, DRAM has become a cornerstone of the U.S. economy. The semiconductor industry contributes \$246.4 billion to the Nation's GDP and

employs over 300,000 people across various roles, like chip design, electronic automation, and manufacturing. DRAM is also a vital asset to America's national security. Every fighter jet, missile defense system, and intelligence operation depends upon the reliable, secure, domestically produced memory technology inspired by Dr. Dennard's original invention.

As we celebrate National DRAM Day, we recognize the work of Dr. Dennard as well as the engineers, manufacturers, and researchers who continue to advance this critical technology. Their efforts have enhanced our technology, fueled our economy, and bolstered national security. I applaud their successes and commitment to advancing America's leadership in technology.

TRIBUTE TO COMMANDER CHRISTOPHER PACE

Mr. PETERS. Mr. President, I rise today to honor an accomplished and highly regarded leader CDR Christopher Pace chief of the U.S. Coast Guard's Great Lakes Oil Spill Center of Expertise. Commander Pace has made an immeasurable impact on the Great Lakes region and the many residents and visitors who rely on its waters, and it is a privilege to recognize him here today and celebrate his impact in light of his upcoming departure from the center and new posting in the Philippines.

Commander Pace's time with the U.S. Coast Guard began in 2009, where he was first stationed in Honolulu, HI, as the vessel boarding and security team leader for U.S. Coast Guard Sector Honolulu. From there, he was stationed in Chesapeake, VA, eventually becoming the command center chief for the U.S. Coast Guard District 5 Command Center. Most recently, Commander Pace served as the chief of response for U.S. Coast Guard Marine Safety Unit Savannah, where he directed all ports, waterways, and coastal security response missions for two economic and military strategic ports. The capsizing of the *GOLDEN RAY*, the largest maritime salvage incident in U.S. history, was a notable response overseen by Commander Pace while in Savannah.

Commander Pace came to the Great Lakes Oil Spill Center of Expertise when it was established in 2022, serving as the center's first commanding officer. The center was established by Congress to fill a gap in oil spill research, specifically in fresh and icy water as it pertains to the Great Lakes. Under his leadership, the center launched the service's first open call for research proposals, establishing a process that provided \$7.5 million in funding to over 50 projects during his 3-year command. To date, the projects funded through this mechanism have addressed frontline operational needs, including submerged oil detection, unconventional oil behavior under ice, and standardized response guides and training. His