

***Economic Development Administration***

**Part 1: Agency and Mission Information**

Section 1.1: Overview

As the only federal agency with economic development as its exclusive mission, EDA promotes the economic ecosystems in which jobs are created, through a wide range of technical, planning, public works, and innovation infrastructure investments. EDA strives to advance global competitiveness, foster the creation of high-paying jobs, and leverage public and private resources strategically.

EDA's investments establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. Guided by the basic principle that communities must be empowered to develop and implement their own economic development and revitalization strategies, EDA works directly with a large network of local economic development officials to support bottom up, regionally-owned economic development initiatives; serve as strategic, catalytic seed investments; attract and leverage private capital investment; and emphasize innovation, entrepreneurship, and regional competitiveness. This network includes local and state officials, University Centers, Economic Development Districts, Indian Tribes, non-profits, and economic development practitioners and thought leaders from across the nation. Working in collaboration with these entities, EDA is able to develop and deploy effective policies which result in grant investments that are well defined, timely, and linked to long term sustainable economic development strategies.

EDA administers the majority of its grant programs through its network of six regional offices, which is supported by a headquarters office based in Washington, DC. Additional information on EDA's structure, operations, organizational structure, and number of employees can be found in the Exhibits 12 – 15 in the section on Salaries and Expenses.

Section 1.2: Mission Statement

The Economic Development Administration's (EDA) mission directly supports the Department of Commerce's (the Department) goal to maximize U.S. competitiveness, enhance manufacturing, increase exports, and foster regional economic growth to support job creation and foster prosperity for communities across the nation.

**Mission Statement**

To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

**Part 3: Strategic Goals and Objectives**

Section 3.1: Corresponding DoC Strategic Goals, and Objectives

Goal	Objective Number	Objective Name	Leader
Trade and Investment	1.2	Increase U.S. exports by broadening and deepening the U.S. exporter base.	Tom Guevara, Deputy Assistant Secretary for Regional Affairs
Trade and Investment	1.3	Increase high-impact and high-growth potential inward foreign direct investment in the United States	Tom Guevara, Deputy Assistant Secretary for Regional Affairs
Innovation	2.2	Increase the capacity of U.S. regional economies to accelerate the production of value-added goods and services by providing services to and investments in businesses and communities	Tom Guevara, Deputy Assistant Secretary for Regional Affairs
Innovation	2.4	Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers	Tom Guevara, Deputy Assistant Secretary for Regional Affairs
Innovation	2.5	Accelerate growth of innovation-intensive economic sectors by building public and private capacity to invent, improve, and commercialize new products and services	Tom Guevara, Deputy Assistant Secretary for Regional Affairs
Environment	3.3	Strengthen the resiliency of communities and regions by delivering targeted services to build capacity	Tom Guevara, Deputy Assistant Secretary for Regional Affairs

Section 3.2: Strategies for Objectives

Guided by the basic principle that communities must be empowered to develop and implement their own economic development and revitalization strategies, EDA’s investments are designed to be catalytic drivers of economic changes and advancement within their communities. By working directly with local and state governments, Economic Development Districts, universities and community colleges, Native American tribes, and non-profit organizations, EDA enables economically distressed communities to build upon their unique assets, strengths and opportunities to guide their economic future.

EDA’s bottom-up approach translates into flexible programs that cut across Departmental goals to spur Innovation and Entrepreneurship, and foster Market Development and Commercialization.

EDA investments support long-term collaborative regional economic development approaches, enhance innovation and competitiveness, encourage entrepreneurship, and connect regional economies with the worldwide marketplace. EDA’s investment guidelines set standards to achieve its performance goals of promoting private investment and job creation in distressed communities

and regions. Potential investments must build on a region's existing assets, support sustainable economic growth, offer a positive return on the taxpayer's investment, and mitigate the area's distress.

**The Public Works Program** provides the critical 21<sup>st</sup> century innovation infrastructure necessary to ensure that regions can successfully compete in a global, knowledge-driven economy. Through the Public Works (PW) Program, EDA makes strategic investments to help communities build or expand access to key infrastructure assets which are critical inputs to driving regional competitiveness and long-term economic prosperity.

**The Economic Adjustment Assistance Program (EAA Program)** provides regions with resources to plan and implement projects that increase the innovation potential of their locale. Importantly, the EAA program provides specific authorities that allow it to work with communities to proactively identify, plan, and mitigate economic transformation or dislocations, and generally projects funded through this program directly respond to or help a community prepare and mitigate economic dislocations. As the most flexible program in EDA's toolbox, the EAA Program provides the Agency a robust array of resources that can be brought to bear to help support construction, technical assistance, and financing projects that will help distressed communities become more competitive and more prosperous in the long-term.

**The Regional Innovation Strategies Program** provides resources to help regions cultivate their unique regional assets to support the growth of innovation clusters to fully maximize their economic potential. Innovation is the key to long-term productivity that increase wages, firm growth and global competitiveness. Funds may also be used to support inter-agency challenge competitions supporting regional innovation strategies.

**EDA's Partnership Planning Program** provides resources to enable communities to conduct planning investments that encourage and support professional planning critical for the subsequent development of 21<sup>st</sup> century innovation infrastructure.

**The Technical Assistance Program** provides strategic resources at the local, regional, and national level to create and disseminate innovative new tools that can enhance economic development decision-making.

**The Research and Evaluation Program** funds' investments to conduct research in emerging economic development concepts. The results of these investments offer insights that are disseminated through National Technical Assistance to help practitioners support growth of their region. The Research and Evaluation Program has examined topics such as regional collaboration, incubators and science parks, triple bottom line metrics, and regional innovation clusters.

**The Trade Adjustment Assistance for Firms Program** provides technical assistance to help U.S. firms experiencing negative impacts due to the increase in imports of like or directly competitive articles, to become more competitive in the global marketplace.

**Section 26 Innovative Manufacturing Loan Guarantee Program** provides financing to small- to medium-sized manufacturers for projects that re-equip, expand, or establish a manufacturing facility in the United States for the use or production of innovation

technology. This loan program also supports commercializing an innovative product, process or idea developed by research funded in whole or in part by a grant from the Federal government.

EDA continues to pursue and implement management improvements and initiatives that make good business sense and support the Bureau's mission and its Strategic Objectives. EDA is committed to achieving its mission of fostering economic development in communities throughout the nation while also achieving four key objectives that inform our approach to performance measurement: (1) supporting effective outcomes, (2) implementing and managing programs and initiatives in an efficient operational manner, (3) leading the economic development agenda by supporting thought leadership that can inform and drive effective decision making by economic development practitioners and policymakers across the nation, and (4) acting as a responsible steward of the taxpayer investment.

In order to meet its strategic objectives, EDA focuses on the following key areas:

- Cultivating the resiliency and sustainability of regional innovation ecosystems;
- Encouraging job creation and leveraging of private investment;
- Increasing exports and attract foreign direct investment;
- Providing responsive, effective feedback to applicants; and,
- Promoting organizational excellence.

To guide the Agency's overarching work toward supporting these Strategic Objectives, EDA has established the following investment priorities:

### **Collaborative Regional Innovation**

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

### **Public/Private Partnerships**

Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

### **National Strategic Priorities**

Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

### **Global Competitiveness**

Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

### **Environmentally-Sustainable Development**

Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.

### **Economically Distressed and Underserved Communities**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

EDA utilizes an array of traditional quantitative measures, as well as an array of qualitative measures designed to assess progress towards the implementation and realization of significant, long-term objectives that are not easily quantified. This combination of both types of measures provides a comprehensive perspective the EDA Senior Managers can utilize to assess progress on achieving goals, evaluate and shift resources to support the successful accomplishment of critical milestones, and learn and improve operations and policy.

## Section 3.3: Progress Update for Strategic Objectives

In FY 2014, EDA invested approximately \$240 million in more than 600 locally-driven economic development projects in communities across the country. These strategic investments helped to drive the growth of the nation's manufacturing sector, spur innovation, and stimulate exports to create new jobs. EDA achieved success in three main areas during FY 2014: promoting innovation, supporting manufacturing, and harnessing data to assist with economic development.

EDA made significant strides in promoting the innovation platform of the Commerce Strategic Plan last fiscal year. In May, Secretary Pritzker announced the appointment of a new director of EDA's Office of Innovation and Entrepreneurship (OIE). OIE is charged with fostering a more innovative U.S. economy focused on turning new ideas and inventions into products and technologies that spur job growth and competitiveness while promoting economic development. In June, OIE announced it was accepting applications for the 2014-2016 National Council on Innovation and Entrepreneurship (NACIE), which will advise Secretary Pritzker on issues related to innovation, entrepreneurship, and industry-led skills training. In August, OIE launched a Regional Innovation Strategies program, a \$15 million grant competition designed to spur innovation capacity-building activities in regions across the nation. Under this program, EDA solicited applications for three separate funding opportunities, including: the i6 Challenge, Science and Research Park

Development grants, and cluster grants to support the development of Seed Capital Funds. The program garnered 257 applicants requesting more than \$100 million in support. The grants will be awarded in early 2015.

EDA also extensively supported efforts to bolster American manufacturing in FY 2014, investing in roughly 89 manufacturing projects, totaling nearly \$78 million. The projects were diverse, representing different industries, different geographies, and different community needs. Half of the manufacturing projects EDA supported in the last fiscal year were construction projects, which are expected to create more than 7,000 jobs and generate nearly \$4.3 billion in private investment. Beyond supporting manufacturing through economic development grants, EDA also continued its work on the Investing in Manufacturing Communities Partnership (IMCP) program.

IMCP is a critical part of Commerce's 'Open for Business Agenda' to strengthen the American manufacturing sector and attract more investment to the United States and is a great example of the way the President is leading the Federal government in a more coordinated way to better serve the American people. In May of this year, Secretary of Commerce Penny Pritzker announced the first 12 designated manufacturing communities under the IMCP initiative. Of the more than 70 communities that applied, the 12 were selected by an interagency panel based on the strength of their economic development plans, the potential for impact in their communities, and the depths of their partnerships across the public and private sector to carry out their plans. These 12 Manufacturing Communities are diverse, public-private consortiums that have put in place best practice economic development strategies that can be replicated by other American communities – including all those who applied for the IMCP designation.

On the data front, in June, EDA, in partnership with Harvard Business School's Institute for Strategy and Competitiveness, launched the Cluster Mapping Tool and Registry, a national economic initiative based at Harvard. The U.S. Cluster Mapping and Registry project aims to strengthen U.S. competitiveness by understanding the economic performance of clusters and regions across the United States. This resource provides a modern web experience, with access to actionable cluster and regional data reflecting the state of today's economy. With an extensive organization registry, this tool can help connect businesses with the organizations that are promoting their clusters. The project allows users to share and discuss best practices in economic development, policy and innovation by compiling a user-contributed repository of cluster initiatives, studies, and news reports.

#### Section 3.4: Next Steps

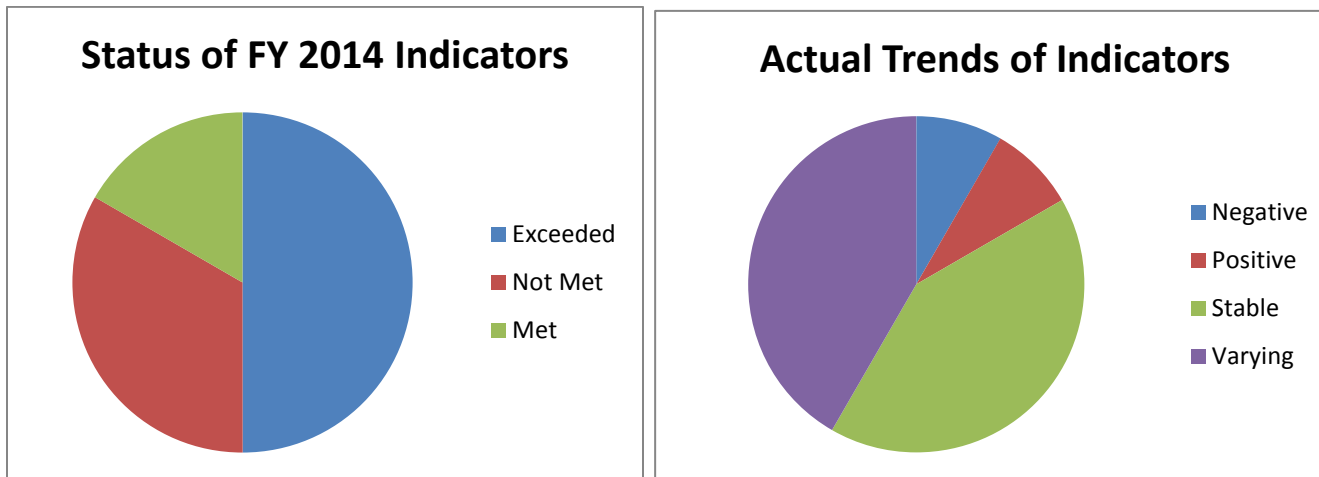
To maximize the job creation impact of workforce development investments, the workforce developers, economic developers, educators, businesses, and other stakeholders have to be actively engaged and working together. As all of these stakeholders are working towards the same overall goal of America's economic growth and prosperity, the question is how to get them to complement each other's efforts to get there faster. To assist with this, in FY 2015, EDA will launch a pilot initiative to identify best practices in regional collaboration around job-driven workforce and economic development regional partnership and to facilitate the sharing of best practices in workforce development investments across communities. This project is aimed at finding replicable ways to accelerate the development of relationships between local development resources and businesses and get them to work together

and forms an integral part of EDA’s strategy in FY 2015 under Strategic Objective 2.4. In FY 2016, EDA’s vision is to continue to make investments in communities based on their locally-driven strategies and needs which could include planning, infrastructure or other investments that might spur local innovation and entrepreneurship. Specifically, this would include infusing the concept of economic resilience and integrating other regional planning efforts, including the use of other available Federal funds, private sector resources, and state support, which can advance a region’s Comprehensive Economic Development Strategies (CEDS) goals and objectives. Sound local planning also attracts other Federal, state, and local funds plus private sector investments to implement long-term development strategies. In this way, EDA’s Partnership Planning program plays a foundational role in helping communities develop important strategies that inform future economic development decisions.

To further its work under Strategic Objective 3.3, EDA regulations, released in early fall 2014, include a requirement for a resiliency component in EDA-funded Comprehensive Economic Development Strategies (CEDS). EDA’s corresponding CEDS Content Guidelines were released at the same time. The resiliency component will further EDA’s efforts to ensure that communities are proactive in their efforts to withstand economic and environmental shocks, and make strategic choices in the face of hardship in order to reap long-term economic benefits rather than short-term gains.

**Part 4 Performance Goals / Indicators**

Section 4.1: Summary of Performance



Status is based on the following standard:

Exceeded	More than 100 percent of target
Met	90 - 100 percent of target
Not Met	Below 90% of target

An indicator with a positive trend is one in which performance is improving over time while a negative trend is an indicator that has declining performance. A stable trend is one in which the goal is to maintain a standard, and that that is occurring. A varying trend is one in which the data fluctuates too much to indicate a trend. At a minimum these indicators must have three years of data.



Section 4.2: Summary of Indicator Performance

<b>Indicator</b>	<b>Target</b>	<b>Actual</b>	<b>Status</b>	<b>Trend</b>
Private Investment Leveraged - 9 year totals (in millions)	1,349	2,958	Exceeded	Varying
Private Investment Leveraged - 6 year totals (in millions)	612	1,744	Exceeded	Stable
Private Investment Leveraged - 3 year totals (in millions)	224	951	Exceeded	Varying
Jobs Created/Retained - 9 year totals	36,386	33,822	Met	Varying
Jobs Created/Retained - 6 year totals	15,640	12,486	Not Met	Varying
Jobs Created/Retained - 3 year totals	5,357	6,538	Exceeded	Varying
Percentage of Economic Development Districts (EDD) and Indian Tribes implementing economic development projects from the Comprehensive Economic Development Strategy (CEDs) that lead to private investment and jobs.	95.0%	92.4%	Met	Varying
Percentage of sub-state jurisdiction members actively participating in the Economic Development District (EDD) program.	89.0%	80.3%	Met	Varying
Percentage of University Center Clients Taking Action as a Result of the Assistance Facilitated by the University Center (UC).	75.0%	73.2%	Met	Negative
Percentage of Those Actions Taken by University Center (UC) Clients that Achieved the Expected Results.	80.0%	91.7%	Exceeded	Varying
Percentage of Trade Adjustment Assistance Center (TAAC) clients taking action as a result of the assistance facilitated by the TAAC.	90.0%	77.8%	Not Met	Varying
Percentage of those actions taken by TAAC clients that achieved the expected results.	95.0%	100.0%	Exceeded	Stable

Section 4.3 Detailed Indicator Plans and Performance

The following 10 measures associated with EDA overlap among Strategic Objectives 1.2, 1.3, 2.2, 2.4, 2.5, 3.3.

Indicator	Jobs Created/Retained - 9 year totals
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Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.
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Measurement Year <sup>1</sup>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	56,500	72,000	57,800	45,800	44,853	36,386	35,097	33,141
Actual	45,866	66,527	56,058	12,675	33,088	33,822		
Status	Not Met	Met	Met	Not Met	Not Met	Met		

<sup>1</sup> Measurement year is nine years after the award was granted. Targets for FY 2016 reflect expected outcomes of projects funded by EDA in FY 2007.

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Jobs Created/Retained - 6 year totals
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Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.
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Measurement Year <sup>1</sup>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	22,900	22,427	18,193	17,548	16,570	15,640	27,958	15,834
Actual	24,533	26,695	26,416	36,046	12,685	12,486		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Not Met	Not Met		

<sup>1</sup> Measurement year is six years after the award was granted. Targets for FY 2016 reflect expected outcomes of projects funded by EDA in FY 2010.

Trend	Varying
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Explanation (if not met in FY 2014)	Results of EDA jobs created/retained appear to reflect the recent economic downturn. This finding is supported by EDA GPRA validation site visits, during which grantees generally cited the negative impact of the economic downturn as a primary factor for underperformance.
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Jobs Created/Retained - 3 year totals
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Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.
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Measurement Year <sup>1</sup>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	7,019	6,628	6,256	11,183	6,333	5,357	4,939	3,633
Actual	9,137	9,159	14,842	6,040	13,576	6,538		
Status	Exceeded	Exceeded	Exceeded	Not Met	Exceeded	Exceeded		

<sup>1</sup> Measurement year is three years after the award was granted. Targets for FY 2016 reflect expected outcomes of projects funded by EDA in FY 2013.

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Private Investment Leveraged - 9 year totals (in millions)
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Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.
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Measurement Year <sup>1</sup>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	\$2,040	\$2,410	\$1,940	\$1,620	\$1,637	\$1,349	\$1,324	\$1,293
Actual	\$2,210	\$2,758	\$3,960	\$1,593	\$3,466	\$2,958		
Status	Exceeded	Exceeded	Exceeded	Met	Exceeded	Exceeded		

<sup>1</sup> Measurement year is nine years after the award was granted. Targets for FY 2016 reflect expected outcomes of projects funded by EDA in FY 2007.

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Private Investment Leveraged - 6 year totals (in millions)
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Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.
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Measurement Year <sup>1</sup>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	\$810	\$824	\$674	\$662	\$647	\$612	\$1,093	\$652
Actual	\$855	\$2,281	\$1,617	\$2,402	\$2,063	\$1,744		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		

<sup>1</sup> Measurement year is six years after the award was granted. Targets for FY 2016 reflect expected outcomes of projects funded by EDA in FY 2010.

Trend	Stable
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Private Investment Leveraged - 3 year totals (in millions)
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Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.
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Measurement Year <sup>1</sup>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	\$265	\$259	\$245	\$437	\$261	\$224	\$210	\$156
Actual	\$484	\$1,544	\$1,475	\$837	\$1,076	\$951		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		

<sup>1</sup> Measurement year is three years after the award was granted. Targets for FY 2016 reflect expected outcomes of projects funded by EDA in FY 2013.

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Percentage of Economic Development Districts (EDD) and Indian Tribes implementing economic development projects from the Comprehensive Economic Development Strategy (CEDS) that lead to private investment and jobs.
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Description	This measure provides an indication of whether the CEDS process is market based and whether EDA is helping to create an environment conducive to the creation and retention of higher skill, higher wage jobs. Research conducted on FY 2002 data established a baseline measure for subsequent years.
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Measurement Year	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Actual	92.9%	89.1%	86.0%	90.0%	89.2%	92.4%		
Status	Met	Met	Met	Met	Met	Met		

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Percentage of sub-state jurisdiction members actively participating in the Economic Development District (EDD) program.
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Description	EDDs generally consist of three or more counties that are considered member jurisdictions. Sub-state jurisdiction participation indicates the District's responsiveness to the area it serves and shows that the services it provides are of value. Active participation was defined as either attendance at meetings or financial support of the EDD during the reporting period. Sub-state jurisdiction members are independent units of government (cities, towns, villages, counties, etc.) and eligible entities substantially associated with economic development, as set forth by the District's by laws or alternate enabling document.
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Measurement Year	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	89.0%	89.0%	89.0%	89.0%	89.0%	89.0%	89.0%	89.0%
Actual	92.2%	87.1%	85.0%	87.0%	83.7%	80.3%		
Status	Exceeded	Met	Met	Met	Met	Met		

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Percentage of University Center Clients Taking Action as a Result of the Assistance Facilitated by the University Center (UC).
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Description	This measure determines the perceived value added by the UCs to their clients. EDA funds UCs to provide technical assistance and specialized services (for example, feasibility studies, marketing research, economic analysis, environmental services, and technology transfer) to local officials and communities. This assistance improves the community's capacity to plan and manage successful development projects. UCs develop client profiles and report findings to EDA, which evaluates the performance of each center once every 3 years and verifies the data. "Taking action as a result of the assistance facilitated" means to implement an aspect of the technical assistance provided by the UC in one of several areas: economic development initiatives and training session development; linkages to crucial resources; economic development planning; project management; community investment package development; geographic information system services; strategic partnering to public or private sector entities; increased organizational capacity; feasibility plans; marketing studies; technology transfer; new company, product, or patent development; and other services.
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Measurement Year	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Actual	69.7%	75.9%	68.0%	70.0%	65.8%	73.2%		
Status	Met	Exceeded	Met	Met	Not Met	Met		

Trend	Negative
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Percentage of Those Actions Taken by University Center (UC) Clients that Achieved the Expected Results.
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Description	This measure is a follow up to the previous measure: "Percentage of UC clients taking action as a result of the assistance facilitated by the UC." This measure determines if the assistance provided by the UC is market based and results in desired outcomes. UCs develop client profiles and report to EDA, which will evaluate and verify the performance of each UC once every three years.
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Measurement Year	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	83.0%	83.0%
Actual	92.2%	89.8%	83.0%	82.0%	90.1%	91.7%		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		

Trend	Varying
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Percentage of Trade Adjustment Assistance Center (TAAC) clients taking action as a result of the assistance facilitated by the TAAC.
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Description	This measure determines the value of assistance provided by TAAC to its clients. Eleven EDA funded TAACs work with U.S. firms and industries that have been adversely impacted as a result of increased imports of similar or competitive goods to identify specific actions to improve each firm's competitive position in world markets. "Taking action as a result of the assistance facilitated" means to implement an aspect of the Trade Adjustment Assistance provided by the TAAC. The TAACs provide three main types of assistance to firms: help in preparing petitions for certification (which must be approved by EDA in order for the firm to receive technical assistance), analysis of the firm's strengths and weaknesses and development of an adjustment proposal, and in depth assistance for implementation of the recovery strategy as set forth in the adjustment proposal.
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Measurement Year	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Actual	87.6%	82.2%	73.0%	85.0%	75.9%	77.8%		
Status	Met	Met	Not Met	Met	Not Met	Not Met		

Trend	Varying
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Explanation (if not met in FY 2014)	Targets for this measure may have been impacted by higher levels of requests for assistance this year, reducing the TAACs ability to assist all clients; however, EDA is very pleased with their ability to satisfactorily complete those projects that were initiated.
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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Indicator	Percentage of those actions taken by TAAC clients that achieved the expected results.
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Description	This is a follow up to the previous measure: "Percentage of TAAC clients taking action as a result of the assistance facilitated by the TAAC." This measure will determine if the assistance facilitated by the TAACs is market based and results in desired outcomes. The centers conduct client surveys and report findings to EDA.
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Measurement Year	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Actual	93.4%	100.0%	100.0%	100.0%	100.0%	100.0%		
Status	Met	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		

Trend	Stable
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Actions to be taken / Future Plans	None
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Adjustments to targets	No Changes
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Information Gaps	None
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**Part 5: Other Indicators**

None

**Part 6: Agency Priority Goals**

None

**Part 7: Resource Requirements Table (Columns may not add due to rounding)**

(Obligation Amounts in Millions)	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Enacted	FY 2016 Base	Increase / Decrease	FY 2016 Estimate
DOC Goal 1: Trade & Investment										
Salaries and Expenses (S&E)	8.4	10.7	10.4	10.0	9.2	8.7	9.3	9.6	1.8	11.4
Public Works (PW)	34.5	37.3	28.6	32.3	24.3	33.2	27.3	27.3	-1.0	26.3
Planning (PL)	7.7	7.9	7.8	7.3	7.1	7.3	7.8	7.8	2.0	9.8
Technical Assistance (TA)	2.4	2.8	3.3	3.2	2.9	2.9	2.8	2.8	0.2	3.0
Trade Adjustment Assistance for Firms (TAAF)	4.1	5	4.5	4.9	4.4	2.2	5.9	5.9	-3.0	2.9
Economic Adjustment Assistance (EAA)	9.7	11.1	19.7	9.7	11.3	14.9	15.0	15.0	0.7	15.7
Total DOC Goal 1: Trade & Investment	\$ 66.8	\$ 74.8	\$ 74.3	\$ 67.4	\$ 59.2	\$ 69.2	\$ 68.1	\$ 68.4	\$ 0.7	\$ 69.1
Total FTE Goal 1	40.0	47.0	47.0	51.0	44.0	41.0	51.0	51.0	5.0	56.0
DOC Goal 2: Innovation										
Salaries and Expenses (S&E)	20.2	25.7	24.9	23.9	22.0	20.8	22.2	23.1	4.2	27.3
Public Works (PW)	82.8	89.6	68.7	77.5	58.4	79.7	65.4	65.4	(2.4)	63.0
Planning (PL)	18.5	18.9	18.8	17.5	17.0	17.5	18.6	18.6	4.8	23.4
Technical Assistance (TA)	5.8	6.6	8.0	7.6	7.0	6.8	6.6	6.6	0.6	7.2
Research & Evaluation	-	1.9	1.4	1.4	1.6	0.4	2.5	2.5	0.5	3.0
Trade Adjustment Assistance for Firms (TAAF)	9.8	12.1	10.9	11.8	10.7	5.3	14.0	14.0	(6.9)	7.1
Economic Adjustment Assistance (EAA)	23.3	26.5	47.2	23.3	27.0	35.7	36.0	36.0	1.6	37.6
Total DOC Goal 2: Innovation	160.4	181.3	179.9	163.0	143.7	166.2	165.3	166.2	2.4	168.6
Total FTE Goal 2	95.0	113.0	113.0	121.0	105.0	97.0	123.0	123.0	11.0	134.0
DOC Goal 3: Environment										
Salaries and Expenses (S&E)	5.1	6.4	6.2	6.0	5.5	5.2	5.6	5.8	1.0	6.8
Public Works (PW)	20.7	22.4	17.2	19.4	14.6	19.9	16.4	16.4	(0.6)	15.8
Planning (PL)	4.6	4.7	4.7	4.4	4.3	4.4	4.7	4.7	1.2	5.9
Technical Assistance (TA)	1.4	1.7	2.0	1.9	1.7	1.7	1.7	1.7	0.1	1.8
Economic Adjustment Assistance (EAA)	5.8	6.6	11.8	5.8	6.8	8.9	9.0	9.0	0.4	9.4
Total Goal 3: Environment	37.6	41.8	41.9	37.5	32.9	40.1	37.4	37.6	2.1	39.7
Total FTE Goal 3	24.0	28.0	28.0	30.0	26.0	24.0	31.0	31.0	3.0	34.0

<b>Total EDAP</b>	231.1	255.1	254.6	228.0	199.1	240.8	233.7	233.7	(1.8)	231.9
<b>Total S&amp;E</b>	33.7	42.8	41.5	39.9	36.7	34.7	37.1	38.5	7.0	45.5
<b>Grand Total</b>	264.8	297.9	296.1	267.9	235.8	275.5	270.8	272.2	5.2	277.4
<b>Grand Total FTE</b>	159.0	188.0	188.0	202.0	175.0	162.0	205.0	205.0	19.0	224.0

**Notes**

- 1) The allocation of amounts between goals is a proportional spread based on FY 2014 actuals
- 2) Amounts represent Direct Obligations, not budget authority, and does not include reimbursements or Category B Disaster obligations
- 3) Columns may not add due to rounding

**Part 8: Other Information**

Section 8.1: Major Management Priorities, Challenges, and Risks

**Staffing Challenges**

**Leader: Andy Baldus, Chief Financial Officer/Chief Administrative Officer**

EDA is committed to building and retaining a world-class workforce capable of efficiently and effectively implementing various initiatives and awarding and managing grant investments to achieve the organization’s mission. In order to achieve this, EDA has a recurring internal review of positions to ensure the positions to its success are identified and steps initiated to fill the positions. In 2013, EDA faced attrition due to a combination of staff retiring and leaving the agency. FY 2015 is a rebuilding year with a goal of reaching a staff of 205 personnel by fiscal year end. These additional staff will fill roles both in the field working with local and regional organizations and at the headquarters to run EDA’s new loan guarantee program and its new Regional Innovation Strategies program first funded in FY 2014 under the America COMPETES act. In FY 2016, EDA will continue to grow its staff to further its mission to lead the federal economic development agenda by promoting innovation and competitiveness and preparing American regions for growth and success in the worldwide economy. These additional staff will also help with the growth of the EDA’s Partnership Planning program supporting the preparation and implementation of Comprehensive Economic Development Strategies (CEDs) that guide EDA’s Public Works and EAA implementation investments, including Revolving Loan Funds. In this way, EDA’s Partnership Planning program plays a foundational role in helping communities develop important strategies that inform future economic development decisions.

The EDA remains resolute to quickly fill positions as new positions become vacant. Despite the management challenge of continued positions remaining unfilled, EDA works with its available staff to provide full coverage for all fifty states and US Territories and effectively fulfill its mission.

## **Improving Measures of Program Outcomes**

**Leader: Tom Guevara, Deputy Assistant Secretary for Regional Affairs**

EDA is continuing a process of developing new and more robust metrics to assess economic development in order to provide more effective measures of program outcome and improve data collection. EDA took preliminary steps toward a significantly improved program evaluation in 2012 by designing a new research and evaluation methodology developing new metrics to add to its existing performance data. EDA has completed its feasibility analysis of new indicators in partnership with leading research institutions and is now working with the Economics and Statistics Administration of the Department to identify specific new measures to be captured as part of its regional innovation strategies program and select other programs providing planning and technical assistance services (“soft infrastructure”).

In FY 2014, EDA conducted its second customer satisfaction survey of grant applicants to determine how EDA can improve customer service through a better understanding of the perceptions of EDA's application process. The results of this survey are guiding EDA's ongoing efforts to continuously improve its application process and application forms.

Further, EDA plans to implement changes to its application forms to increase the level of performance data that will be gathered from grantees and private sector beneficiaries of EDA grant support. The objective of gathering additional metrics is to enable economic development practitioners, policy makers and funders to understand the impacts of existing programs and to better determine how limited resources should be used to build U.S. regional capacity to permit lasting economic development and prosperity.

In addition, where feasible, EDA will soon request that EDA grantees maintain certain basic client firm data that from firms that received services and technical assistance from the EDA-funded project over a limited period of time beyond the end of the grant period. To the greatest extent possible EDA will look to capture, at a minimum, firm address, and where possible, the DUNS or FEIN numbers to enable EDA and other researchers to match client firms to third party databases and track their progress as a result of receiving federal assistance.

Grantees will also be asked to define in a quantitative manner to the greatest extent possible, cluster data and the industrial classification (NAICS) of private sector firms that are identified beneficiaries of EDA assistance, as well as report on non-firm specific business impacts (spillovers) that increase local service and industrial capacity.

Finally, EDA will work more closely with the Economics and Statistics Administration to develop improved evidence-based methods for evaluating EDA's programs to enhance decision making.

### Section 8.2: Cross-Agency Collaborations

While EDA has long practiced a collaborative approach to developing policy and administering grant awards, in recent years there has been a substantial increase in the number of strategic multi-agency collaborations the Bureau is leading. Through these cross-agency efforts, EDA is building stronger relationships with a wider network of organizations (Federal, State, private, and local) which can be leveraged to provide more strategic, and complementary resources to drive the realization of economic development goals



and objectives. This collaborative model is an important component of EDA's effort to ensure the efficiency of government operations, leverage complementary resources, break down silos, highlight best practices, and ultimately yield a high return on investment.

- White House Urban Policy Working Group – EDA participates in this inter-agency working group which focuses on urban policy issues, including regional innovation clusters, sustainable communities, and resiliency.
- Federal Emergency Management Agency (FEMA) – EDA is working with FEMA to provide complementary assistance to communities impacted by significant disasters in order to support rebuilding and enhance the resilience of the effected community.
- Department of Defense (DOD) Office of Economic Adjustment (OEA) – Economic adjustment strategies and investments for base reuse in communities affected by Base Realignment and Closure Commission (BRAC) actions.
- Regional Commissions - Appalachian Regional Commission (ARC), the Denali Commission, the Delta Regional Authority (DRA), the Northern Great Plains Regional Authority, the Southeast Crescent Regional Commission, the Southwest Border Regional Commission, and the Northern Border Regional Commission – EDA works with these Commissions to provide complementary tools that can support the community and economic development assistance needs of economically distressed areas.
- Department of Labor (DOL) – EDA partners with the Employment and Training Administration to develop policies, share best practices, and support investments that support both the educational and economic needs of distressed communities.
- Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG) and Office of Management and Budget (OMB) – EDA has been working closely with EPA, DOT, and HUD as part of the larger Federal Sustainable Communities Initiative to align Planning Program objectives across the Federal government, and shares and disseminates information with EPA related to the redevelopment of brownfields.
- Council on Environmental Quality (CEQ) – EDA is exploring opportunities to engage with CEQ to support environmental issues while fostering disaster recovery planning and coordination, especially in light of recent droughts.
- Advisory Council on Historic Preservation (ACHP) – EDA continues to collaborate with the ACHP to implement and monitor construction projects, as appropriate.
- Environmental Protection Agency (EPA), HUD CDBG and Office of Management and Budget (OMB) – EDA has been working closely with EPA as part of the larger Federal Sustainable Communities Initiative to align Planning Program objectives across the Federal government, and shares and disseminates information with EPA related to the redevelopment of brownfields.
- Maritime Administration (MARAD) – EDA has an MOU with MARAD which allows the two agencies to cooperate on projects designed to enhance or build port infrastructure.
- Non-profits and economic development organizations (e.g., National Association of Development Organizations, International Economic Development Council, National Association of Regional Councils) – EDA works closely with a strong network of national development organizations and local and regional entities to identify best practices, cultivate thought leadership in

emerging areas of the economic development profession, and disseminate relevant information to policymakers and practitioners across the country.

Beyond these collaborations, EDA also plays a leadership role in the Territorial Development Policy Committee (TPDC) within the Organization for Economic Cooperation and Development (OECD). EDA serves as vice-chair of three of the committee's sub-groups—Urban Development, Rural Development, and Territorial Indicators (i.e., regional development metrics). In this role, EDA exchanges best practices in regional development with its counterparts in other economically-developed countries, as well as metrics to assess the success of initiatives centered on regional development and innovation.

EDA also is supporting the President's High Level Economic Dialogue initiative to increase greater trade and investment with Mexico. EDA has provided consultative and technical assistance to the International Trade Administration to achieve several important milestone projects, including the first America Competitiveness Exchange of EDA project sites by government, university and private sector executives from 19 countries of Americas and the Caribbean. EDA collaborates with other agencies to identify best practices and mitigation strategies for developing and implementing new programs.

### Section 8.3: Evidence Building

EDA is continuing a process of developing metrics to assess economic development in order to provide more effective measures of program outcome and improve data collection. EDA took preliminary steps towards a program evaluation in 2013 by beginning to develop such metrics. Currently, EDA is conducting an assessment in partnership with leading research institutions and will continue to develop such measures.

Further, EDA plans to implement changes to its application forms to increase the level of performance data that will be gathered from grantees and private sector beneficiaries of EDA grant support. The objective of gathering additional metrics is to enable economic development practitioners, policy makers and funders to understand the impacts of existing programs and to better determine how limited resources should be used to build U.S. regional capacity to permit lasting economic development and prosperity.

EDA is working more closely with the Economics and Statistics Administration to develop improved evidence-based methods for evaluating EDA's programs to enhance decision making.

### Section 8.4: Hyperlinks

Additional information on EDA's programs is located at <http://www.eda.gov>.

Section 8.5: Data Validation and Verification

<b>Indicators</b>	<b>Jobs Created/Retained – 3, 6, and 9 year totals; Private Investment Leveraged – 3, 6, and 9 year totals (in millions)</b>
Data Source	Investment Recipient performance reports
Frequency	At 3-year intervals (typically 3, 6, and 9 years after investment award)
Data Storage	EDA Management Information System
Internal Control Procedures	To validate data, EDA regions contacted recipients, or confirmed with engineers or project officers who had been on site. EDA will perform regional validation on-site visit with some recipients.
Data Limitations	Universe - Regular Appropriation for Public Works, and EAA implementation and revolving loan fund investments. Targets of private investment and job creation may be impacted by broad economic cycles.
Actions to be Taken	EDA will continue to monitor investment and job creation data.

<b>Indicator</b>	<b>Percentage of Economic Development Districts (EDD) and Indian Tribes implementing economic development projects from the Comprehensive Economic Development Strategy (CEDS) that lead to private investment and jobs.</b>
Data Source	Investment Recipient Performance Evaluations and Comprehensive Economic Development Strategy
Frequency	Annually
Data Storage	EDA Management Information System
Internal Control Procedures	EDA will conduct periodic performance reviews and site visits
Data Limitations	Universe - EDA Partnership Planning investments only. This measure may vary with economic cycles due to limited local resources during downturns for project investments.
Actions to be Taken	Baseline established from FY 2002 data. EDA will continue to monitor data.

<b>Indicator</b>	<b>Percentage of sub-state jurisdiction members actively participating in the Economic Development District (EDD) program.</b>
Data Source	Investment Recipient Performance Evaluations
Frequency	Annually
Data Storage	EDA Management Information System
Internal Control Procedures	EDA conducts performance reviews and site visits on approximately one-third of the EDDs and Indian Tribe investments per year.
Data Limitations	Universe - EDA Partnership Planning investments only. This measure shows the value-added of the EDD in which EDA invests. While an EDD may be effective, members still may not participate for other reasons.
Actions to be Taken	EDA will continue to monitor compliance with the new definition of sub-state member jurisdictions.

<b>Indicators</b>	<b>Percentage of University Center Clients Taking Action as a Result of the Assistance Facilitated by the University Center (UC). Percentage of Trade Adjustment Assistance Center (TAAC) clients taking action as a result of the assistance facilitated by the TAAC.</b>
Data Source	UC and TAAC client profiles
Frequency	Annually
Data Storage	EDA Management Information System
Internal Control Procedures	Performance data will be verified by the UCs / TAACs. EDA headquarters will annually review profile data.
Data Limitations	Universe - EDA Local Technical Assistance and Trade Adjustment Assistance for Firms investments. This measures the value of the UCs/TAACs; however, while the assistance may be valued, clients may choose not to act for other reasons.
Actions to be Taken	Baseline established from FY 2002 data. EDA will continue to monitor and develop trend data.

Indicators	Percentage of Those Actions Taken by University Center (UC) Clients that Achieved the Expected Results. Percentage of those actions taken by TAAC clients that achieved the expected results.
Data Source	UC and TAAC client profiles
Frequency	Annually
Data Storage	EDA Management Information System
Internal Control Procedures	Performance data will be verified by the UCs/TAACs. EDA headquarters will annually review data.
Data Limitations	Universe - EDA Local Technical Assistance and Trade Adjustment Assistance for Firms investments only. Outside mitigating factors such as the local economy may affect the measure.
Actions to be Taken	Baseline established from FY 2002 data. EDA will continue to monitor and develop trend data.

The FY 2014 Summary of Performance and Finance Information includes in the Secretary's Statement, an assessment of the reliability and completeness of the Department's performance data.

Section 8.6: Lower-Priority Program Activities

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.