U.S. DEPARTMENT OF COMMERCE

AMERICA IS OPEN FOR BUSINESS

STRATEGIC PLAN | FISCAL YEARS 2014-2018

Version 1.1

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MESSAGE FROM THE SECRETARY

America is Open for Business. That is the message I have heard from CEOs and other leaders across the country and around the world since becoming Secretary in June 2013.

Soon after joining the Department of Commerce, I embarked on a nationwide listening tour to hear from the Department's customers and stakeholders. I gathered the best ideas for how we can all work together to set the conditions for more and faster economic growth and job creation.

Crafted based on inputs from hundreds of CEOs, entrepreneurs, employees, and others across the country, I am pleased to present the Department's Strategic Plan for Fiscal Years 2014 to 2018. This plan provides a broad foundation for economic growth and opportunity by focusing on five key priorities:

Trade and Investment. We will work across the Administration to help U.S. businesses access more markets and customers. Also, we will help more CEOs around the world to make business investments into the United States.

Innovation. We will catalyze the resurgence of U.S. manufacturing and new technologies, ensure a vibrant digital economy, and support the growth of industry-driven skills and training efforts.

Data. We will unleash more government data to help business leaders make the best possible decisions, while also creating fertile ground for more startups.

Environment. We will protect our environment while also helping businesses and communities adapt to a changing planet.

Operational Excellence. We will equip our employees with the tools and knowledge they need to accomplish our mission, while fostering a more customer-oriented culture.

Since 2009, the Department has worked closely with the private sector to pull our country out of recession and into recovery. Today, we still have much to do.

I believe that we are entering a key moment in which the United States has an opportunity to strengthen its leadership in the global economy. By focusing on these five areas, the Department will help our Nation take full advantage of this unique position in the coming years.

Throughout all of these efforts, my commitment is that the Department will be responsive and nimble, constantly adapting to the fast-changing needs of the U.S. private sector in the 21st century.

If we achieve the vision laid out in this plan—and I am confident that we will—the message that ***America is Open for Business*** will continue to resonate across the country and throughout the world.

Thank you,
Penny Pritzker
U.S. Secretary of Commerce

ABOUT COMMERCE

WHO WE ARE

The mission of the Department is to create the conditions for economic growth and opportunity. As part of the Obama Administration's economic team, the Secretary of Commerce serves as the voice of U.S. business within the President's Cabinet. The Department works with businesses, universities, communities, and the Nation's workers to promote job creation, economic growth, sustainable development, and improved standards of living for Americans. Through its 12 bureaus and nearly 47,000 employees located in all 50 states and territories and more than 86 countries worldwide, the Department administers critical programs that touch the lives of every American. The Department's workforce is as diverse as its mission. It is made of up economists, Nobel Prize-winning scientists, foreign service officers, patent attorneys, law enforcement officers, and specialists in everything from international trade to aerospace engineering.

WHAT WE DO

The Department is comprised of 12 bureaus that work together to drive progress in five key goal areas: Trade and Investment, Innovation, Environment, Data, and Operational Excellence. The underlying strength of the Department is the ability of its bureaus to work together and share expertise in all of these goal areas to drive economic growth.

As the federal government's lead agency for promoting trade and investment promotion, the Department plays a key role in making U.S. companies more competitive abroad and attracting investment into the United States. The International Trade Administration (ITA) leads the Department's export and investment platform, working with several other bureaus both within and outside the Department to achieve this goal. For example, ITA works directly with U.S. businesses to close deals in foreign markets. At the same time, ITA coordinates with the Economic Development Administration (EDA) in assisting U.S. communities to leverage regional capacity to expand

OUR BUREAUS

Office of the Secretary (OS)

Office of the Inspector General (OIG)

Bureau of Industry and Security (BIS)

Economic Development Administration (EDA)

Economics and Statistics Administration (ESA)
- Bureau of Economic Analysis (BEA)
- Census Bureau (Census)

International Trade Administration (ITA)

Minority Business Development Agency (MBDA)

National Institute of Standards and Technology (NIST)

National Oceanic and Atmospheric Administration (NOAA)

National Telecommunications and Information Administration (NTIA)

National Technical Information Service (NTIS)

U.S. Patent and Trademark Office (USPTO)

exports and connect local economic development organizations with potential foreign investors. ITA works in close partnership with the U.S. Trade Representative to remove foreign trade barriers and with the United States Patent and Trademark Office (USPTO) to ensure adequate intellectual property (IP) protection. The Bureau of Industry and Security (BIS) enforces export control laws to ensure that national security is protected, even as the Department fosters trade.

Innovation is the key driver of U.S. competitiveness. The Department is well-positioned to address many of the challenges the country faces in the manufacturing sector. The National Institute of Standards and Technology (NIST) conducts foundational research that accelerates the development and adoption of technological breakthroughs that help grow the economy. Increasingly the Department uses its unique convening power to promote public-private partnerships among universities and businesses. These partnerships provide scientific and technical resources to manufacturing firms, and support a skilled workforce to fill the manufacturing jobs of the 21st century. The Department also helps increase the capacity of regional economies to innovate. For example, NIST works with small and mid-sized manufacturers to restore robust supply chains while EDA works with communities and regions to ensure they have the hard and soft infrastructure to support the ecosystems needed for these businesses to thrive. Many of these businesses are minority-owned and the Minority Business Development Administration (MBDA) works to provide resources to ensure they can compete and innovate.

Within the federal government, the Department is the principal defender and champion of the digital economy. The National Telecommunications and Information Administration (NTIA) is the lead bureau in advising the Secretary on telecommunications issues. It works closely with NIST on advanced communications technologies, as well as with USPTO on the intersection of Internet and copyright policies. NTIA works across the government with several agencies as it manages national spectrum resources needed for expanded high speed broadband service. NIST plays a critical role in working with industry and other government stakeholders on the development of cybersecurity standards to help protect the critical and growing digital economy. As the voice of business, the Department works to make sure that it protects a free and open Internet, and U.S. economic competitiveness, during the formulation of national security policies.

Understanding and predicting changes in the environment have never been more important and the Department plays a critical role in both. The frequency and severity of extreme weather events have increased significantly over the past decade, making investment in continued improvement of the weather and climate enterprise essential. The National Oceanic and Atmospheric Administration (NOAA) works with the private sector and other government partners to understand the best way to meet these new challenges. NOAA, as the lead agency for weather and climate observations and forecasting, also works closely with the Census Bureau on disaster response, with EDA on economic resilience of communities and regions, and with NIST on disaster resilience standards. NOAA further supports the Department's mission through its strong stewardship of the ocean's resources, which contributes more than $250 billion annually to the Nation's economy.

The foundation to all of the Department's goal areas is data. Data is the fuel that powers the 21st century economy, and Commerce data enable the Department to set the conditions for economic growth. The Department's data touch every American by informing daily business decisions, enabling start-ups, moving markets, protecting life and property, and powering small and multi-billion dollar companies alike. In applying the Department's data, ITA determines which foreign markets to target and EDA gains insight into regional economies. NOAA's terabytes of weather and climate data help predict severe events and enabling weather forecasts, and NIST's data and models catalyze advanced manufacturing. The Bureau of Economic Analysis (BEA) produces estimates of gross domestic product (GDP), a key indicator of the health of the economy. The Census Bureau carries out the constitutionally mandated decennial census, which determines the allocation of billions in federal dollars to states and the drawing of Congressional districts.

Data is not only a means of advancing the Department's trade, innovation, and environment goals; it is also a national asset with untapped potential. The Economic and Statistics Administration (ESA) will work with the private sector to harness "Big Data" and accelerate a data-enabled economy. The National Technical Information Service (NTIS) will be a center of excellence to support the entire data and information delivery pipeline (including open access, open data, and knowledge management) by leveraging its unique capabilities in collaborative processes, enterprise data management, data analytics, and data dissemination.

ABOUT THIS PLAN

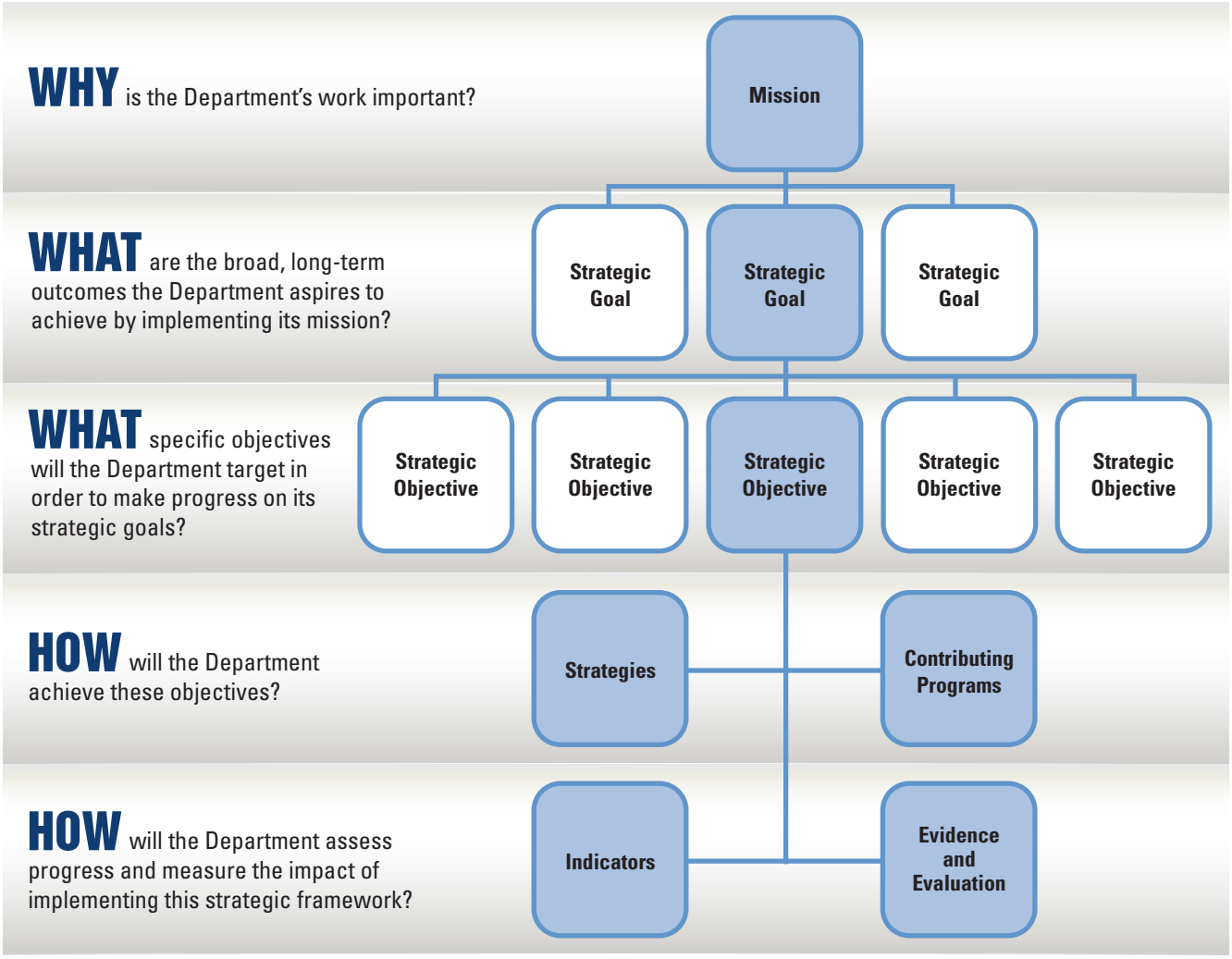
EXECUTE, MONITOR, EVALUATE, AND IMPROVE

This strategic plan is the principal document within the Department's comprehensive performance management framework. Designed to cascade throughout all levels of the Department, this plan summarizes the key strategies and initiatives that will drive progress in the Department's five goal areas. It also serves as an overarching guide for the allocation of resources needed to achieve the Department's desired long-term, macro-level economic and social outcomes.

Department leaders and employees will use this plan to transform strategies into actions, and actions into results. Strategic plan execution will require the creation of an annual action plan for each strategic objective. Progress toward achieving each objective will be routinely measured and collaboratively reviewed by Department leadership. This strategic objective review process will facilitate thoughtful discussion on the Department's progress toward achieving the objectives—why, why not, and how the key strategies presented under each objective should be adjusted and improved.

PERFORMANCE MANAGEMENT FRAMEWORK

For each of the Department's five strategic goals, this plan outlines a number of outcome-focused objectives, key strategies for achieving these objectives, and a set of performance indicators that will be used to assess progress. This structure complies with guidance from the Office of Management and Budget and recent



updates to the Government Performance and Results Modernization Act. As illustrated in the table on the previous page, this strategic framework allows readers to follow and understand the purpose, logic, and terminology presented in each strategic goal section of this plan.

KEY TERMS AND DEFINITIONS

Strategic Goal – Includes the goal statement and goal overview. The highest level statement of aim or purpose that is included in the strategic plan. This plan's five strategic goals articulate clear statements of what the Department wants to achieve to advance its mission and address relevant national problems, needs, challenges, and opportunities.

Strategic Objective – Includes the objective statement and the objective overview. This plan's 18 strategic objectives are the primary unit for strategic analysis and decision-making. Strategic objectives reflect the outcome or management impact the Department is trying to achieve and collectively represent the breadth of all Department activity.

Key Strategy – Represents a key approach or initiative that will be pursued to advance the related objective. These may include, but are not limited to major organizational or business model change, service delivery model change, new focus, new strategic approach, value chain refinement, spreading promising practices, and/or process improvement reforms.

Agency Priority Goal – Strategic objectives may include an Agency Priority Goal (APG). An APG is a near-term result or achievement that Department wants to accomplish within approximately 24 months. APGs are limited in number and reflect the top near-term performance improvement priorities of the Department. ***APGs are identified in this plan with a blue star.*** ★

Key Indicator – The most important performance measure used to track progress toward achieving a strategic objective. The Department currently measures these indicators.

Supporting Indicator – Performance measures other than the key indicators that are also used, as needed, to track progress toward achieving a strategic objective. These measures are typically output, leading or contextual performance indicators that are related to the outcome targeted in the objective. The Department currently measures these indicators.

Contributing Program – Based on the Federal Program Inventory, the programs that support each strategic objective.

Evidence –The information used to formulate goals, objectives, and strategies in this plan. This information increases the likelihood that the strategies and objectives presented will achieve their performance outcomes. Evidence can be quantitative or qualitative and may include, but is not limited to performance measurement, research studies, evaluations, statistical data series, and data analytics.

SUMMARY OF STRATEGIC GOALS AND OBJECTIVES

1 TRADE AND INVESTMENT

Expand the U.S. economy through increased exports and inward foreign investment that lead to more and better American jobs

- 1.1. Increase opportunities for U.S. companies by opening markets globally (ITA, NOAA, NTIA, USPTO)
- 1.2. Increase U.S. exports (BIS, EDA, ESA, ITA, MBDA, NIST, OS)
- 1.3. Increase high-impact inward foreign direct investment into the United States (EDA, ESA, ITA)
- 1.4. Strengthen fair competition in international trade for U.S. firms and workers (ITA)

2 INNOVATION

Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies

- 2.1. Accelerate advanced manufacturing (EDA, NIST)
- 2.2. Strengthen the Nation's digital economy (ITA, NIST, NTIA, USPTO)
- 2.3. Catalyze innovation ecosystems (EDA, ESA, ITA, MBDA, NIST, OS, USPTO)

3 ENVIRONMENT

Help communities and businesses prepare for and prosper in a changing environment

- 3.1. Advance the understanding and prediction of changes in the environment (NIST, NOAA)
- 3.2. Build a Weather-Ready Nation (ESA, NOAA)
- 3.3. Strengthen the resiliency of communities and regions (EDA, ESA, NIST, NOAA)
- 3.4. Foster healthy and sustainable marine resources, habitats, and ecosystems (NOAA)
- 3.5. Enable U.S. businesses to adapt and prosper by developing environmental and climate informed solutions (ESA, ITA, NIST, NOAA)

4 DATA

Maximize the positive impacts of Commerce data on society

- 4.1. Deliver increasing amounts of data to governments, businesses, and the public in formats that are easier to access and use (OS, All Bureaus)
- 4.2. Position the Department of Commerce to meet society's future data needs (ESA)
- 4.3. Create a data-driven government (EDA, ESA, ITA, MBDA)

5 OPERATIONAL EXCELLENCE

Strengthen the Department's capacity to achieve its objectives, maximize return on program investments, and deliver quality, timely service

- 5.1. Empower and engage Commerce employees (OS, All Bureaus)
- 5.2 Support a service-oriented culture that responds to the needs of external and internal customers (OS, All Bureaus)
- 5.3 Manage for results (OS, All Bureaus)
- 5.4 Improve facilities, support services, and IT products and services to drive mission success (OS, All Bureaus)

Note: ESA includes the Bureau of Economic Analysis and the Census Bureau.

TRADE AND INVESTMENT

Strategic Goal 1: Expand the U.S. economy through increased exports and inward foreign investment that lead to more and better American jobs

Trade and investment are critical to the Nation's prosperity. The United States is the world's largest economy—the largest exporter and importer of goods and services and the world's largest recipient of foreign direct investment. In 2014, the United States exported more than $2.3 trillion worth of goods and services. Exports fuel U.S. economic growth; support good jobs; and spread ideas, innovation, and American values.

Being the leader, however, is not enough. Too few U.S. companies export. Those that do export, export to too few markets. Of the more than 300,000 U.S. exporters, the top one percent account for approximately 80 percent of the value of U.S. merchandise exports, underscoring the tremendous opportunity for U.S. companies to export more.

Increasing trade will help the U.S. economy continue to rebalance from one mostly driven by domestic consumption to one increasingly engaged with the 95 percent of consumers who live outside U.S. borders. Encouraging global foreign direct investment will help the United States compete for the opportunities that develop as emerging markets mature. As the lead trade and investment promotion agency in the federal government, the Department's goal is to increase the international competitiveness of U.S. businesses and make trade and investment a bigger part of the U.S. economy's DNA.

STRATEGIC OBJECTIVE 1.1

Increase opportunities for U.S. companies by opening markets globally (ITA, NOAA, NTIA, USPTO)

In order to be competitive in the 21st century global economy, U.S. manufacturers and service providers depend upon access to a vibrant and growing global marketplace. More than one billion new consumers worldwide will enter the middle class during the next 15 years, and their buying power will increase the consumption of goods and services worldwide.

To accelerate economic growth and respond to growing international competition, some foreign governments develop policies that create barriers to U.S. companies in those markets. These trade barriers and other trade practices cost U.S. companies billions of dollars in lost revenue. Trade barriers result not only in financial loss, but also limit the ability of U.S. companies to expand production, hire additional workers, and pursue investment opportunities. Studies indicate that trade openness added $800 billion to $1.4 trillion to the U.S. economy since World War II, amounting to $7 thousand to $13 thousand per U.S. household. One study[1] suggests that removal of the remaining trade barriers could result in an additional $450 billion to $600 billion annually in U.S. output, or about an additional $4 thousand to $5 thousand annually in U.S. household income.

The Department will deploy its analytical capabilities and policy and promotional tools to help U.S. firms compete for opportunities globally. A renewed focus on global competitiveness will help strengthen the long-term health of U.S. industries and stimulate domestic job creation. The Department will also use its expertise to analyze U.S. trade issues, make recommendations, and take action.

KEY STRATEGIES

Advance U.S. commercial and economic interests in negotiating and implementing trade and other international agreements (ITA, NOAA, NTIA, USPTO). As the 21st century progresses, there are ever greater interdependencies in global supply chains and increased cross-border business challenges. The global trading system and the international agreements that govern it have grown in importance as determinants of competitiveness. Effective U.S. participation in bilateral, regional, and multilateral trade agreements is therefore increasingly critical to the competitiveness of U.S. industry.

Multiple bureaus at the Department, including the International Trade Administration (ITA), the National Oceanic and Atmospheric Administration (NOAA), the National Telecommunications and Information Administration (NTIA), and the U.S. Patent and Trademark Office (USPTO), work alongside the Office of the U.S. Trade Representative (USTR) to ensure that U.S. negotiations meet the priority needs of U.S. industries competing in the global market. These priorities include new agreements that create meaningful new market access and strong and effective disciplines on trade barriers. The Department will also work with USTR to ensure the effective and advantageous implementation of trade agreements and passage of related legislation by Congress. Additionally, the Department will work to ensure that trade agreements promote policies that protect the environment. When businesses from all nations share responsibility for sustainability, the "playing field" is more level.

Engage foreign governments to address government actions and policies that impede the export of U.S. goods and services (ITA, NOAA, NTIA, USPTO). U.S. industry faces challenges in foreign markets stemming from government policies that impose trade barriers across an entire industry or market. These barriers include inadequate protections for intellectual property rights (IPR), discriminatory or arbitrary regulations and standards, and corruption. U.S. industry also confronts discreet government actions that apply to a particular product or service in a trade-restrictive manner. To identify barriers, the Department will continue to monitor U.S. access to foreign markets and intellectual property (IP) protections, and investigate problems to determine the most effective strategy to resolve them. To this end, working alongside other government

[1] *Payoff to America from Globalization (http://www.conservative-compendium.com/files/grieco-globalisation.pdf)*

agencies, Department bureaus will establish and participate in government-to-government mechanisms like the U.S.-China Joint Commission on Commerce and Trade, U.S.-Mexico High-Level Economic Dialogue, sector-specific Asia-Pacific Economic Cooperation (APEC) Dialogues, and the bilateral seafood-specific agreements. Industry-to-government mechanisms like the Commercial Dialogues with India and with the East African Community will also be employed. Through such active engagement with foreign governments, the Department will seek removal or mitigation of foreign trade barriers adversely affecting U.S. exports in a commercially-meaningful timeframe, while protecting U.S. regulatory interests.

The Department will cultivate a positive business climate and enhance the economic and commercial opportunities for industry at home and abroad. For example, ITA and USPTO will continue to share best practices and facilitate technical assistance to foreign governments and organizations to improve predictability and transparency in foreign markets. ITA will also work with foreign governments to prevent trade-restrictive policies designed to promote domestic manufacturing.

Promote open and transparent procurement that facilitates the selection of U.S. suppliers in foreign civilian and defense acquisitions (ITA). Worldwide competition for large government contracts is fierce; many of these contracts result in billions of dollars in sales. President Obama has established an Interagency Task Force on Commercial Advocacy, led by the Secretary of Commerce, to put the full force of U.S. government resources toward winning more government contracts abroad. ITA will continue to lead all U.S. government advocacy efforts, coordinating U.S. government resources and authority to level the playing field for U.S. business interests competing for specific international civilian and defense contracts.

There are policies and practical barriers specific to public infrastructure projects. Financing, corruption, and local content requirements can be problematic. ITA has launched a Global Infrastructure Initiative to address those barriers and to coordinate interagency information resources regarding overseas projects. Through this initiative, ITA will better identify major projects world-wide and develop and execute an outreach plan to raise awareness of opportunities among U.S. companies.

STRATEGIC OBJECTIVE 1.1 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Number of advocacy wins (ITA) • Dollar value of U.S. contracts from advocacy wins (ITA) • Number of foreign trade barriers prevented, reduced, or removed (ITA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of foreign government officials trained on best practices to protect and enforce intellectual property (IP) (USPTO)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 1.2

Increase U.S. exports (BIS, EDA, ESA, ITA, MBDA, NIST, OS)

Recognizing the important role of exports to the U.S. economy, President Obama announced the National Export Initiative (NEI) in 2010. Since then, the Department has had four straight years of record exports, including an all-time record high of $2.3 trillion in 2014. Exports now support 11.7 million jobs, up 2 million since 2009, and these jobs pay on average 18 percent more than non-export related jobs.

Progress notwithstanding, the Nation still remains below its full export potential. U.S. firms under-export compared to competitor industrialized nations. Of the U.S. companies that do export merchandise, 58 percent export to only one market. Many small and medium-sized companies in the United States, the engines of economic growth and innovation, rarely export. However, 95 percent of consumers live outside

the United States, and the International Monetary Fund forecasts that approximately 80 percent of world economic growth over the next five years (2014–2018) will take place outside of the United States.

The Department, through its programs, expertise, and global presence, is uniquely positioned to help U.S. companies understand the importance of exporting and capitalize on opportunities to sell their products and services overseas. Department research and analyses can identify the best export opportunities for U.S. goods and services. With offices located in more than 70 countries, 48 U.S. states, Puerto Rico, and Washington D.C., Department experts help U.S. companies access valuable market information, promote their products and services in target foreign markets, meet qualified international buyers and distributors, and overcome challenges and barriers when doing business overseas. The Secretary of Commerce—as chair of the Trade Promotion Coordinating Committee—will lead the national export strategy, set priorities, and drive federal efforts to increase exports. In her role as Chair of the Tourism Policy Council, the Secretary will ensure the implementation of the National Travel and Tourism Strategy to support this critical services export sector in reaching the goal of welcoming 100 million visitors, projected to spend $250 million annually by the end of 2021.

In May 2014, Secretary Pritzker announced that the Administration would build on progress made through the NEI with a successor initiative, NEI/NEXT. Many priorities for this customer service and data-driven initiative to broaden and deepen the U.S. export base are represented in the following strategies.

KEY STRATEGIES

Educate U.S. companies and communities on benefits and best practices of exporting (ESA, ITA, MBDA, NIST). The Department will increase efforts to communicate to businesses the benefits and importance of exporting and how it supports higher incomes for workers. Department bureaus will provide information and best practices to mayors, governors, economic development organizations and districts, and community leaders. The International Trade Administration (ITA), working with the Economics and Statistics Administration (ESA), the Minority Business Development Agency (MBDA), and the National Institute of Standards and Technology (NIST) will develop and implement a business engagement strategy which will focus on conducting outreach and educational events around the country, analyzing the impact of exports, and disseminating testimonials from successful exporters. Customized approaches will be created to engage segments of the business community, particularly small businesses, including minority-owned businesses, immigrant or diaspora-owned businesses, women-owned businesses, startup and scale-up companies, and rural businesses. ITA will also ensure U.S. businesses know about the advantages gained for U.S. exporters under current and future U.S. trade agreements.

Connect U.S. companies to foreign markets and qualified buyers and partners (BIS, ITA, MBDA, NIST, OS). ITA will provide tailored export assistance and help develop market entry strategies based on foreign market intelligence, industry-specific information (including for emerging industries), and best market prospects. ITA will help U.S. companies find the right buyers and business partners through its presence in U.S. embassies and consulates around the world and relationships with trade show organizers and trade multiplier organizations. Department bureaus will develop trade events and training on an industry-specific and market-specific basis to help U.S. companies become exporters or expand exports. The Department will also create opportunities for business partnerships through trade missions and trade shows, and by researching buyers, agents, and distributors for U.S. companies.

Department bureaus will also help companies make informed export decisions by making actionable market and industry data and information easier to find and use. Helping small and medium-sized businesses and communities will continue to be a key focus. *BusinessUSA* will assist entrepreneurs and businesses in accessing resources that can help them export. Likewise, the Bureau of Industry and Security (BIS) will provide exporters and potential exporters with information on how to navigate the U.S. export control system. Department bureaus will seek regular feedback from customers, industry, and stakeholders to continuously improve their export services and programs.

Reduce the transaction costs and complexities of exporting (ESA, ITA). One way to make it easier for U.S. companies to export is to simplify and modernize the way federal agencies collect data from exporters. The Department will support the President's effort to

develop more efficient trade processing infrastructure, including the International Trade Data System which will reduce the administrative burden of export data filings.

The U.S. supply chain (including transportation services, logistics, freight forwarding, and port management) provides the infrastructure necessary for exporting. ITA will pursue opportunities to eliminate supply chain inefficiencies internationally through formal and informal bilateral and multilateral engagement with key trading partners. The Department will partner with the Department of Transportation to identify ways to update the U.S. supply chain infrastructure. The Department will also work across the federal government to improve the condition and performance of the national freight network by ensuring the needs of exporters are reflected in the development of a national freight strategic plan.

Utilize partnerships to increase U.S. exports worldwide (EDA, ITA, MBDA, NIST). Partnerships with state and local export resources, economic development organizations, trade associations, and corporations enable ITA, MBDA, and the Economic Development Administration (EDA) to reach more potential exporters and increase international sales. Department bureaus will strengthen relationships with partners to disseminate coordinated industry-specific information on export opportunities, export-related services available, and the overall benefits of exporting. Processes will be revised to create more coordination across federal, state, and local export resources to optimize service and increase awareness of export opportunities and resources.

ITA will develop strategic partnerships with service providers and trade facilitators across the United States to reach a broader network of exporters and potential exporters and to help more companies increase sales and productivity. These will include Market Development Cooperator Program partnerships dedicated to creating opportunities for U.S. companies in foreign markets. EDA will help regions and communities by providing grants to develop and implement place-based strategies that leverage regional assets and build capacity to expand exports. Department bureaus will partner with communities to disseminate information on current U.S. government market-opening efforts to ensure they are factored into local and state economic development strategies, and will support U.S. regions in generating globally-focused development plans. ITA will also continue to partner with economic development organizations to increase U.S. exports in rural and urban communities around the United States.

Overhaul and simplify the Nation's export control system (BIS). The President's Export Control Reform Initiative is fundamentally a national security effort. It is designed to achieve greater regulatory efficiency and rationality, and focus controls on the most significant items and destinations—higher fences around the most sensitive items. A key element of the reform is moving tens of thousands of items—mostly parts and components—from the U.S. Munitions List to the more flexible Commerce Control List. The move will enable more nuanced distinctions among technologies, destinations, and end users than under the State Department's International Traffic in Arms Regulations. This will strengthen the U.S. defense industrial base by removing disincentives to foreign manufacturers' use of U.S. parts and components. U.S. exporters of such items, particularly small and medium-sized firms, will be more competitive.

STRATEGIC OBJECTIVE 1.2 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• **Percentage of Global Markets clients that achieved their export objectives (APG for FY 2014 – 2016) (ITA)** ★ • Number of clients assisted (ITA) • Number of export transactions completed under the new authority of Commerce export licenses and license exceptions (BIS)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number and dollar amount of grants that support place-based export strategies (EDA) • Number of jobs created or retained, and dollars leveraged (contracts and financings) through minority business export activity (MBDA)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 1.3

Increase high-impact inward foreign direct investment into the United States (EDA, ESA, ITA)

For the last 10 years of available data (2002–2012), the United States has been the world's largest recipient of foreign direct investment. Every day, foreign companies establish new operations in the United States or provide additional capital to existing businesses. The United States has an attractive investment climate as the world's largest consumer market, with skilled and productive workers, a highly innovative culture, a strong and effective legal system, a predictable regulatory environment, and low cost energy. The Nation's strong commitment to environmental protection adds sustainability to U.S. assets. To remain a premier investment destination, the United States must continue to build upon these strengths, fostering the conditions necessary to attract production back to the United States (reshoring) and to locate new business facilities within the Nation.

Foreign direct investment contributes significantly to U.S. economic growth and prosperity. In 2011, value added by majority-owned U.S. affiliates of foreign companies accounted for 4.7 percent of total U.S. private output. These firms employed 5.6 million people in the United States, or 5.1 percent of private-sector employment. The United States competes with countries that have aggressive national programs to encourage businesses to move to or expand within their own borders. In response to this competition, President Obama announced a federal *SelectUSA* initiative in 2011. Led by the Department, *SelectUSA* involves multiple Department bureaus and other federal agencies, and works alongside U.S. states and localities to advocate aggressively for the Nation as a premier investment destination. This coordinated federal effort assures the global investment community that *America is open for business*. The Department's advocacy efforts are backed up by capacity building grants that help communities create an economic ecosystem in which the private sector can leverage regional and community assets to promote foreign investment.

KEY STRATEGIES

Lead coordinated investment promotion (ITA). Investment teams will implement country and industry-specific strategies in 32 economies with substantial potential for investments in the United States. The International Trade Administration (ITA) will lead the implementation of the strategies and create single points of contact for categories of investors. U.S. missions around the world and offices in the United States will expand outreach to prospective investors, host or participate in in-country or regional events to encourage investment, and leverage local business connections to promote investment in the United States. Research will identify high-potential sectors, and industry and investment experts will engage potential foreign investors in those sectors. This direct engagement will be supported and complemented by more robust online marketing and training efforts.

Provide tailored assistance to investors (ESA, ITA). The Department will enhance its outreach efforts and proactively engage the foreign investment community to identify the information and services needed when preparing to invest in the United States. This input will be used to develop clear, complete, and consistent information for potential foreign investors, and to address unnecessary obstacles to investment. System improvements will be complemented by an ombudsman service; *SelectUSA* will assist firms or economic development organizations on a case-by-case basis to address issues or questions involving federal regulations, programs, or activities related to existing, pending, and potential investments.

Provide coordinated support to states and localities to attract investment (EDA, ITA). The Department will amplify its support to regional, state, and local economic development organizations to attract investment. ITA and the Economic Development Administration (EDA) will provide information and technical assistance for U.S. regions pursuing investment promotion strategies and provide platforms and opportunities for local efforts to connect with potential foreign investors. ITA will also provide economic development organizations with information on foreign direct investment trends, effective global outreach methods, and sector-specific marketing strategies. These services will be provided on a geographically neutral basis. EDA will help regions and communities by providing grants to develop and implement strategies to leverage regional assets and build capacity to expand foreign direct investment.

Advocate globally for the United States as a destination for investment (ITA). For the first time, the U.S. government will systematically advocate investment in the United States to business leaders. This tactic is often employed by competitor nations looking to attract investment. The Department, through *SelectUSA*, will coordinate actions by top federal officials, including the President, to increase investment by foreign business in the United States. When these businesses "select USA," new U.S. jobs and investment result.

STRATEGIC OBJECTIVE 1.3 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Number of investment clients assisted by the Department (ITA) • Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support inward investment (EDA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of ombudsman cases facilitated by the Department (ITA)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 1.4

Strengthen fair competition in international trade for U.S. firms and workers (ITA)

Efforts to enhance U.S. commercial competitiveness and maximize potential U.S. exports can be thwarted by unfair and injurious practices of foreign firms and governments. Only with a level playing field can U.S. companies develop the capacity to expand into new markets or maintain market share at home and abroad.

As the federal agency charged with administering the U.S. antidumping and countervailing duty laws and monitoring and seeking foreign government compliance with trade agreements, the International Trade Administration (ITA) helps domestic manufacturers compete against unfairly traded imports into the United States and works to ensure open markets for U.S. exports and investment abroad.

ITA endeavors to "make the system work" for U.S. industry. Through its full range of legal, analytical, investigatory, trade policy, and commercial expertise, ITA provides a comprehensive range of services to confront, forestall, and resolve foreign unfair trade practices that harm U.S. business at home or abroad

KEY STRATEGIES

Enforce U.S. antidumping and countervailing duty trade remedy laws (ITA). The Department will defend U.S. industries and workers against injurious and unfair trade practices of foreign competitors by administering the antidumping and countervailing duty laws of the United States. ITA will enforce these laws by conducting investigations and reviews based on U.S. industry petitions that allege imports are being dumped or unfairly subsidized, and are causing or threatening material injury to the competing U.S. industry. ITA's petition counseling helps U.S. workers and firms who believe they may be injured by such practices to ensure that these parties understand what the trade remedy laws address, their rights under these laws, and the laws' requirements for initiating an investigation by ITA. When imports are found to be dumped or subsidized and a cause of injury to U.S. industry, ITA instructs U.S. Customs and Border Protection (CBP) to collect duties on the imports in question to offset the impact of unfair trade. Furthermore, ITA will vigorously defend the results of U.S. antidumping and countervailing duty determinations before domestic courts and international tribunals.

Enhance partnership with other U.S. enforcement agencies and private sector stakeholders to identify and thwart evasion of border measures (ITA). In recent years, unscrupulous foreign exporters and their importers in the United States have stepped up illegal efforts to evade antidumping and countervailing duty orders. To ensure proper enforcement of these orders, ITA will continue to work collaboratively with U.S. Department of Homeland Security enforcement agencies, including CBP, Immigration and Customs Enforcement (ICE), and Homeland Security Investigations (HSI), and with affected domestic industries. ITA and CBP will use import certifications to better identify and subsequently thwart efforts by foreign exporters to illegally evade the collection of duties. Through partnerships with affected domestic industries, ITA will gather information and assess efforts by importers and foreign exporters to circumvent the imposition of border measures. ITA will share all such information with CBP, ICE, and HSI so that these agencies may take appropriate enforcement action.

Monitor and ensure compliance with trade agreements (ITA). The United States has in place more than 250 trade agreements in force that open up foreign markets to U.S. goods and services. ITA will work with other compliance agencies and the Interagency Trade Enforcement Center to ensure that U.S. companies, investors, and workers benefit from the new market access these agreements should create. As U.S. companies encounter problems in overseas markets, the Department will invoke commitments under trade agreements and closely monitor activity to ensure foreign government compliance. Strengthened focus of ITA resources on compliance, coupled with more rigorous engagement of foreign governments that are not honoring their obligations, will yield significant market access benefits for U.S. exporters. Monitoring compliance will also create better visibility for specific problems and will inform government trade policy-making.

STRATEGIC OBJECTIVE 1.4 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Percent of antidumping and countervailing duty determinations issued within statutory and/or regulatory deadlines (ITA) • Number of antidumping and countervailing duty petition counseling sessions (ITA) • Number of trade agreement compliance cases resolved successfully (ITA)

See Appendix A for additional details on key performance indicators.

INNOVATION

Strategic Goal 2: Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies

Innovation is the invention, improvement, and commercialization of new products, processes, and services. Innovation is the primary driver of U.S. competitiveness, wage and job growth, and long-term economic growth. Up to half of all economic growth in the United States can be attributed to advances in science, technology, and business processes.

Innovation starts with the birth of new ideas that are nurtured through applied research and development (R&D) and then brought to scale through manufacturing, which in turn generates new products and services. The experience and knowledge gained through manufacturing lead to new ideas that start the cycle again. The Department has central responsibility for supporting and expanding each part of this cycle and has the relationships with businesses necessary to identify workforce skills needed in growing industries.

Innovative manufacturing can be an engine of sustained growth and competitiveness. The Department will increase regional and national capacity for innovative manufacturing through partnerships with state and local governments, academic institutions, and the private sector. The Department will continue to be the principal champion and defender of the digital economy—the greatest driver of innovation and economic growth in the 21st century. The Department is home to the only federal R&D agency specifically targeted at promoting innovation through the development of advanced measurements and technologies, the National Institute of Standards and Technology (NIST). Additionally, the Department's convening power, know-how in planning regional economic development, and expertise in statistical and economic analysis will help industry solve critical problems—such as the shortage of high-demand skills and challenges to sustainability—that could threaten U.S. industry's competitiveness. Finally, the Department will continue to promote intellectual property (IP) policy that supports innovation.

STRATEGIC OBJECTIVE 2.1

Accelerate advanced manufacturing (EDA, NIST)

The U.S. manufacturing sector continues to be a mainstay of U.S. economic productivity, generating $2 trillion in gross domestic product (GDP) in 2012, which equates to 12.5 percent of total U.S. GDP. Moreover, manufacturing has a larger multiplier effect than any other major economic activity—$1 spent in manufacturing generates $1.35 in additional economic activity. Despite the U.S. manufacturing sector's apparent productivity, missed opportunities remain where the full economic and commercial value from investments in research are not realized.

The United States excels at basic science and invention, but the commercial and economic rewards that emerge from these accomplishments are primarily realized only after discovery—especially at the points of manufacturing scale-up and commercialization. This is particularly true for complex, cost-efficient, high-value-added products whose commercialization requires development and mastery of equally complex manufacturing processes. For innovative products to enter and compete successfully in the marketplace, a robust scientific and technological infrastructure is required. Fundamental research at the forefront of science provides the seeds for the development of new products and services.

As overall U.S. research and development (R&D) efforts have begun to lag those of other nations, the composition of industrial R&D has shifted toward short-term research. These trends leave industry's long-term needs unmet and ultimately undermine the Nation's competitiveness.

The Department is ideally positioned to address these challenges through its unique convening power. It will bring together public-private partnerships that can produce cutting edge research and catalyze manufacturing breakthroughs for national priorities. These partnerships with businesses will accelerate technology development and commercialization, and strengthen the Nation's position in the global competition for new products, new markets, and new jobs. In addition, the National Institute of Standards and Technology (NIST) is the only research laboratory in the U.S. government specifically focused on enhancing industrial competitiveness, including a robust research portfolio concentrated on the technical challenges of advanced manufacturing.

KEY STRATEGIES

Catalyze manufacturing breakthroughs for national priorities (NIST). The challenges of globalization and technological change require a concerted effort across the Administration and with the private sector and academia to support an innovative, vibrant manufacturing sector. NIST has a multifaceted approach to collaborating with industry to develop and deploy new technologies to rejuvenate the U.S. manufacturing sector. The National Network for Manufacturing Innovation (NNMI), a proposed national network of up to 45 self-sustaining institutes, will bring together companies, universities and community colleges, and government to develop world-leading technologies and capabilities that U.S.-based manufacturers can apply in production. As self-sustaining hubs, these institutes will create, showcase, and deploy new capabilities, new products, and new processes that can improve commercial production.

NIST, through its national network of 60 Hollings Manufacturing Extension Partnership (MEP) centers, will play a central role in accelerating the transfer of manufacturing technology to small and mid-sized firms, working in close collaboration with regional partners. NIST's re-competition of the MEP system will provide centers with enhanced flexibility and increased resources, enabling them to more fully support regional initiatives; coordinate responses to federal multi-agency solicitations; and serve very small, rural, and start-up firms. Finally, rejuvenating U.S. manufacturing will require the development of measurements that support new, advanced manufacturing techniques. NIST will enhance partnerships with the U.S. manufacturing sector to develop and share test methods, measurement tools, and expertise.

Advance innovation-enabling fundamental measurement science research priorities (NIST). Technological innovation is accelerating at a pace

unprecedented in human history. Precise measurements and robust standards are critical to an innovative high-technology economy. The continued competitiveness of U.S. industries will require breakthroughs in measurement science in all disciplines. They provide the foundations for interoperability between products and systems, enabling global trade. In close cooperation with industry, academia, and other federal agencies, NIST will advance measurement science, develop standard protocols and test methods, and evaluate and generate data supporting innovative areas of the economy. Further, NIST will partner with leaders in academia and industry to augment internal research programs and develop access to leading talent, ensuring that the Department can meet future innovation-enabling measurement science needs in areas such as quantum science, bioscience, and complex systems.

Strengthen community, regional, and small and mid-sized firm advanced manufacturing capacity (EDA, NIST). Small and mid-sized manufacturers are central to regional economic growth and innovation, but they can face unique challenges in deploying advanced manufacturing technologies. Through the national network of MEP centers, NIST will expand its efforts to strengthen the competitive position of small and mid-sized manufacturers through programs such as supplier scouting and Manufacturing Technology Acceleration Centers. Further, the Economic Development Administration (EDA) will strengthen community and regional capacity for advanced manufacturing, developing and enhancing economic ecosystems. EDA will continue to lead the Investing in Manufacturing Communities Partnership, which streamlines community access to the funding and technical resources of multiple federal agencies.

STRATEGIC OBJECTIVE 2.1 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Dollar amount of co-investment by non-federal sources in NNMI institutes (NIST) • Number of businesses using NIST research facilities (NIST) • Number of firms receiving in-depth technical assistance from MEP centers (NIST) • Percentage of MEP clients receiving in-depth technical assistance that increase their competitiveness (NIST) • Relative citation impact of NIST-authored publications (NIST)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of Full-Time Equivalents (FTEs) supporting Advanced Manufacturing Technology (AMTech) consortia (NIST)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 2.2

Strengthen the Nation's digital economy (ITA, NIST, NTIA, USPTO)

The digital economy is the great engine of innovation and economic growth of the 21st century, and the Department is its principal defender and champion in the federal government. The Internet engine that powers this vast marketplace of electronic goods and services was developed within the federal government, but it has flourished in the private sector—where it should remain.

This extraordinary platform for innovation, growth, and social progress is constantly evolving. The digital economy relies on sufficient infrastructure to support it, governance frameworks to guide and propel it, and a strong policy environment to nurture it. As the digital economy grows in size, scope, and importance, the Department is committed to fostering a policy environment that (1) supports

investment and innovation in the digital economy, (2) sustains the Nation's global leadership on Internet and technology issues, (3) preserves the fundamentally open nature of the Internet, and (4) secures the Nation's digital infrastructure and assets from cybersecurity threats.

The Department has the essential responsibility to champion the digital economy. The National Telecommunications and Information Administration (NTIA) advises the President on communications issues and manages national spectrum resources needed for expanded high-speed broadband service. The U.S. Patent and Trademark Office (USPTO) develops U.S. policy on online intellectual property (IP) protection and enforcement. The National Institute of Standards and Technology (NIST) and NTIA, through their laboratories and the joint Center for Advanced Communications, develop technology solutions and support standards that strengthen cybersecurity and enable the deployment of new technologies. The International Trade Administration (ITA) engages with international counterparts on key technology issues affecting the digital economy, such as privacy. NTIA represents the United States on Internet governance issues before international multi-stakeholder bodies. The Department also houses the First Responder Network Authority (FirstNet), which is responsible for building a nationwide wireless broadband network for public safety use.

KEY STRATEGIES

Increase broadband infrastructure and capacity (NIST, NTIA). Broadband capabilities and their effective use in attracting commerce can have a tremendous impact on local economies. The Department will use its expertise in funding broadband projects and in providing technical assistance to help communities increase their broadband access and adoption to attract jobs and investments. NTIA will identify additional spectrum to meet growing consumer demand for wireless broadband. The research and engineering expertise of the NIST/NTIA Center for Advanced Communications will foster new communications technologies that will drive economic growth and development. And through FirstNet, the Department will build and operate a nationwide public safety broadband network.

Foster and promote capabilities, tools, and governance frameworks that advance the deployment of digital technologies (ITA, NIST, NTIA, USPTO). Digital technologies present unprecedented challenges and opportunities for U.S. industries. The national and economic security of the United States depends on the reliability of critical infrastructure, including the electric grid, financial sector, and communications system. NIST led the development of a Cybersecurity Framework that will help critical infrastructure owners and operators to identify, assess, and manage cyber risk. NIST will also work to enhance trust and privacy in the online environment by creating a robust identity ecosystem where individuals and organizations can choose from multiple easy-to-use, interoperable identity management solutions that facilitate secure access to online services. NTIA and USPTO are convening stakeholders to develop codes of conduct to facilitate the continued development of the online marketplace. This will ensure that copyright policy adapts well to digital technologies and that new technologies are deployed with consumer privacy protections that foster trust and maximize their adoption.

Craft policies that promote the Internet as an engine of growth (ITA, NTIA, USPTO). The Internet's potential to drive innovation and economic growth relies on the free flow of information and the Internet's inherent flexibility. At the same time, care must be taken that the incentives for authors and copyright owners to create and disseminate creative works remain effective. The Department will advocate for domestic and international policies that allow the digital economy to flourish and encourage innovation in the online environment, advance the goal of ensuring a balanced and effective copyright system, and promote the continued development of an efficient online marketplace for creative works. NTIA will work to preserve multi-stakeholder governance of critical Internet resources. USPTO and NTIA will continue to work with stakeholders—including creators, rights holders, service providers, and consumers—to develop a public record and make recommendations on critical digital copyright issues. Additionally, ITA and NTIA are promoting global interoperability of privacy regimes and the free flow of information online.

STRATEGIC OBJECTIVE 2.2 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	★ **APG for FY 2014 – 2015, consisting of:** • **Miles of broadband infrastructure (NTIA)** • **Number of community anchor institutions connected (NTIA)** • **Number of new household and business subscribers to broadband (NTIA)** • Spectrum identified for commercial broadband use (NIST, NTIA) • Number of critical infrastructure sectors with work products integrating the Cybersecurity Framework (NIST)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of government and private test-bed facilities partnering with the Center for Advanced Communications (NIST, NTIA)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 2.3

Catalyze innovation ecosystems (EDA, ESA, ITA, MBDA, NIST, OS, USPTO)

The Department plays a central role in providing the foundation critical to the growth of high-value, innovative economic sectors. The National Institute of Standards and Technology's (NIST) measurement science expertise creates the infrastructure necessary to measure the performance and quality of products and services. U.S. Patent and Trademark Office (USPTO) programs enable innovators to accelerate the movement of new products and technologies to the marketplace. The Economic Development Administration (EDA) and the Minority Business Development Agency (MBDA) provide capacity-building grants to help foster an economic ecosystem in which the private sector can more effectively use regional and community assets to engage in innovation-based activities. Through this multi-pronged approach, the Department increases the capacity of U.S. regional economies to produce value-added goods and services, enhancing their competitiveness in the modern global economy.

U.S. communities must prepare themselves to compete in the new economy. However, communities with significant economic challenges may not have the knowledge or networks needed to leverage their assets and identify opportunities. To understand the needs of producers and attract and expand investment, they need partners and expert guidance. The Department assists with strategic, place-based investments that help create a productive industrial ecosystem. This support includes resources for infrastructure, planning, and technical assistance to strengthen the capacity for innovation in manufacturing. Technical assistance funding focuses on enhancing industry-required skills and identifying international supplier opportunities for small businesses.

The Department is dedicated to helping regional economies thrive. It provides grants to state and local governments and non-profits in communities and regions suffering from economic distress. Technical and business assistance is also provided to smaller manufacturers through partnerships between federal and state governments and non-profit organizations. Some grants and services are specifically targeted to increasing the competitiveness of minority businesses.

A skilled and adaptable workforce is critical to U.S. global competitiveness and sustainable economic growth. A job-driven, comprehensive approach to skills development is essential to helping businesses across all sectors better access skilled workers to grow, innovate, and be more productive. A skills strategy focused on industry-driven solutions helps address the difficulties many industries, particularly manufacturing, have in filling jobs requiring specific technical skills—even with many Americans still looking for work. The Department will work across the federal government and with private industry and academia to help develop a strong pipeline of workers.

Strong, responsive, and balanced intellectual property (IP) protection establishes an attractive environment for innovation and investment. Policies that accelerate the rate of transfer of technologies from lab to market bolster the return on government investment in research and development (R&D). Industry consensus on ways to measure the performance and quality of new products against more established technologies provide the foundations of product interoperability and allow them to compete in the international marketplace. The Department will invest in mechanisms for knowledge transfer that are critical to growing new companies and facilitating innovation. In this way, the Department will promote regional and community capacity to generate and take advantage of new ideas about products and processes.

KEY STRATEGIES

Support the emergence of regional innovation ecosystems (EDA, ESA, ITA, MBDA, NIST, USPTO). Regional ecosystems are necessary for an innovative economy—the proximity of research and industry knowledge, capacity, and pools of skilled workers in regional economies accelerate innovation in unparalleled ways. The Department, through the Innovation Ecosystem Leadership Team and coordinated bureau programs, will expand, align, and focus these services to better support and expand regional innovation ecosystems. In addition, the Department will leverage its programs to provide economic development planning, technical assistance, infrastructure construction, access to capital, and contracts to help communities, regions, and businesses (including minority businesses) build the capacity to support innovation.

Accelerate industry-led skills development (EDA, ESA, NIST, OS). The Department is an honest broker for business and possesses the convening power, regional economic development expertise, and supply-chain analytical capability needed to highlight and address the workforce demands of growing industries. In addition to supporting a Presidential effort to align federal agency initiatives to industry workforce needs, the Department's programs will work across the government and with the private sector and academia to support the development of a strong pipeline of workers with in-demand skills. Specifically, through EDA's grants programs and NIST's Hollings Manufacturing Extension Partnership (MEP) network of centers, the Department will apply job-driven training principles to support employer engagement in the development of a U.S. workforce with in-demand skills. The Department will directly engage business and the economic development community to identify and articulate workforce skills needed, scale talent development models that work, and help create a pipeline of well-trained 21st century workers. Moreover, by partnering and sharing information with the Department of Labor and the Department of Education on policy and grant opportunities, the Department will enable a comprehensive approach to skills training that results in rewarding careers. Finally, the Department will develop partnerships within government and with the private sector to release federal data on workforce dynamics, enabling communities and regions to build the capacity to train professionals for high-demand fields.

Provide the tools necessary to support high-growth entrepreneurship (EDA, MBDA, NIST, USPTO). U.S. investments in R&D have led to a wide range of life-changing consumer technologies and the creation of new businesses. The federal R&D enterprise, with a strong emphasis on commercialization and entrepreneurship, must continue to champion fundamental research and diffuse this knowledge through technology commercialization programs, open data, and university-industry partnerships. The Department also supports entrepreneurs by investing in projects that support new business formation and growth (including minority businesses) through community, regional and business capacity building, helping startups to think and go global, and inspiring the next generation of businesses through engagements with the United States' most successful entrepreneurs.

Maintaining a strong and balanced IP system is at the core of U.S. innovation. USPTO will work to both protect IP through strong patents and trademarks and allow the free flow of knowledge to encourage follow-on innovation. Throughout this Administration, USPTO has made historic strides in reducing the backlog of applications and streamlining the patent application process. In light of these advances, USPTO is redoubling its efforts in providing the highest quality of patent examination to ensure that it is issuing valid patents of clear scope, and is supporting legislation and other reforms to the patent system to further protect Main Street businesses and startups from abusive patent litigation. Furthermore, in order to provide a more hospitable environment for U.S. exporters and to facilitate international trade, USPTO will continue to coordinate with its foreign counterparts in pursuit of meaningful, effective, and balanced IP protection and enforcement worldwide.

STRATEGIC OBJECTIVE 2.3 PERFORMANCE INDICATORS	

Key Indicators
(the outcomes that we can measure now)
	• Number and dollar amount of grants that support innovation-based capacity-building activities (EDA)
	• ★ **APG for FY 2014 – 2015, consisting of:**
	  ◦ **First action patent pendency (USPTO)**
	  ◦ **Total patent pendency (USPTO)**
	  ◦ **Patent backlog (USPTO)**
	  ◦ **Patent quality composite score (USPTO)**

Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of jobs created or retained for minority businesses (not including those jobs associated with exports) (MBDA) • Dollars leveraged (contracts and financings) for minority businesses (not including those dollars associated with exports) (MBDA) • Recipient-estimated number of jobs and dollar amount of private investment generated as a result of infrastructure for industry-driven skills training (EDA) • Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources (NIST) • Percentage of prioritized countries for which country teams have made progress (USPTO)

See Appendix A for additional details on key performance indicators.

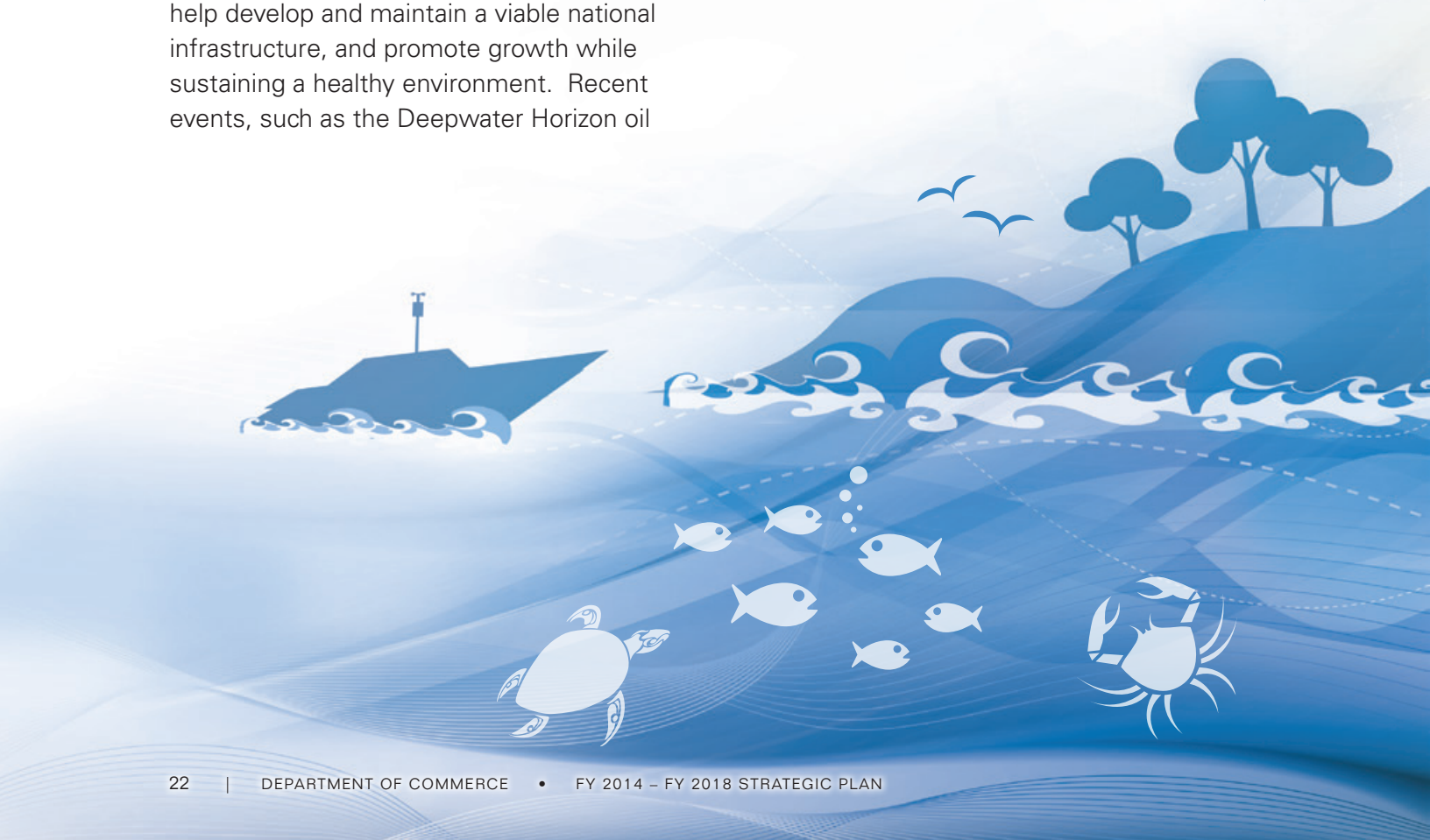
ENVIRONMENT

Strategic Goal 3: Help communities and businesses prepare for and prosper in a changing environment

The Department has a longstanding role in the protection of life and property from environmental hazards and in the stewardship of natural resources. This traditional role is now augmented by a robust agenda focused on providing communities and businesses with the information, products, and services they need to prepare for and prosper in a changing environment.

As social and economic systems evolve and grow more complex, it becomes more critical to have timely, actionable environmental intelligence. That intelligence can preserve and improve human and environmental health, help develop and maintain a viable national infrastructure, and promote growth while sustaining a healthy environment. Recent events, such as the Deepwater Horizon oil spill in 2010, the historical tornado outbreaks of 2011, and Superstorm Sandy in 2012, demonstrate the need for better environmental intelligence. Improved intelligence will provide communities and businesses with tools and information to address similar challenges.

The strategies that have been developed to support this goal area will positively impact the lives of all Americans, from coast-to-coast and everywhere in between, every day.



STRATEGIC OBJECTIVE 3.1

Advance the understanding and prediction of changes in the environment (NIST, NOAA)

Comprehensive, integrated observations and an improved understanding of the Earth system are needed to meet the needs of communities and businesses in a changing environment. To make this knowledge useful to society, it must be employed in models and applications used in planning and decision-making.

The Department has diverse world-leading research, development, and observation capabilities required for state-of-the-art models and applications. The National Oceanic and Atmospheric Administration's (NOAA) five-year research and development (R&D) plan will advance innovative research that pushes the boundaries of scientific understanding. It will integrate information across scientific disciplines, and transition new information and technology into improved products and services. NOAA will modernize observation systems of satellites and ships while maintaining core observation system infrastructure. The National Institute of Standards and Technology (NIST) is developing reliable, internationally-accepted measurement standards and methodologies that are the basis for future-generation measurement and monitoring capabilities. Underpinning this world class capability, NOAA and NIST will invest in STEM (science, technology, engineering, and math) education that will build the Department's future workforce.

KEY STRATEGIES

Deploy the next generation of satellites and observation and data gathering systems (NOAA). Accurate and reliable data from sustained and integrated observation systems is essential. To maintain and improve this capability, NOAA will launch and operate the next generation of geostationary and polar-orbiting satellites and will sustain a modern survey vessel fleet. These capabilities will support NOAA's observation and prediction needs and integrated federal observing requirements.

Advance holistic, integrative ecosystem research (NOAA). An integrated approach to R&D will improve the understanding of interrelated changes in ecosystems' biological, chemical, physical, and social processes and dynamics. With this focus, NOAA will further the evaluation of management strategies and tradeoffs and make informed decisions about resource management and the changing environment.

Develop the next-generation environmental modeling system and transition models (NOAA). Often what limits the ability to make predictions is the complex and dynamic interconnectedness of large-scale physical and ecological systems. In other cases, what is technically possible is limited by budget constraints. NOAA will address these challenges and improve its predictive capability through sustained improvements in high-performance computing systems. NOAA will develop a suite of state-of-the-art models, and transition them to application settings. These models will integrate physical and biological observations. They will provide Earth-system predictions at varying geographic scales across time from minutes to decades to meet the needs of specific users.

Improve the understanding of greenhouse gas processes (NIST, NOAA). As the effects of increased greenhouse gas become more apparent, there is a growing need for a better understanding of the processes that cause the increase. NOAA and NIST will work cooperatively to link measurements and standards supporting the atmospheric and emissions monitoring communities. The efforts of both bureaus will advance measurement capabilities of the monitoring networks. This work will improve measurements of greenhouse gas emissions globally and in metropolitan areas and cities.

STRATEGIC OBJECTIVE 3.1 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Key milestones completed on time for satellites and ships (NOAA) • Annual number of peer-reviewed publications related to environmental understanding and prediction (NIST, NOAA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of comparative greenhouse gas emissions studies completed (NIST, NOAA) • Percentage of data processed and delivered to the user community (relative to all data transmitted to NOAA from NOAA-managed satellites) (NOAA)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 3.2

Build a Weather-Ready Nation (ESA, NOAA)

Weather affects almost every endeavor in the Nation. Major industries and small businesses depend on weather, water, and climate information to make informed decisions and plan for the future. Extreme events are occurring more frequently and can cost lives and billions of dollars in damage. The steep increase in damaging weather-related events and their societal impacts make weather, water, and climate information very important. Urbanization, migration to coastal communities, and a growing population also increase risks for people and businesses.

A Weather-Ready Nation is prepared for extreme weather and water events. The Department will continue its critical role in protecting lives and property by providing valuable weather, water, and climate products and services. This role will be expanded through collaboration and initiatives that go beyond traditional forecasting activities. By refining its understanding of how information is shared and ultimately used, the Department will help communities and businesses be ready, responsive, and resilient.

KEY STRATEGIES

Evolve NOAA's National Weather Service (NOAA). The National Oceanic and Atmospheric Administration's (NOAA) National Weather Service has collaborated with stakeholders to become more responsive, engaged, and transparent. The resulting *Weather-Ready Nation Roadmap 2.0* describes a more agile approach to the work of the Weather Service. As the roadmap's new approaches are implemented, the National Weather Service will be more effective in supporting emergency managers, first responders, government officials, businesses, and the public.

Improve the accuracy and usefulness of forecasts (NOAA). A Weather-Ready Nation needs state-of-the-art forecasting. Using high-performance computing, NOAA will improve weather forecasts and increase the lead time for warnings of extreme events. NOAA will also use social science research to more effectively communicate forecast information and better assist users in decision-making.

Enhance decision support services for emergency managers (ESA, NOAA). Understanding and responding to the needs of emergency managers before a weather event occurs is vital. NOAA will partner more effectively with government agencies at all levels to better understand their needs. New insights will help integrate weather-related services into the National Response Framework, which covers the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. NOAA will deploy new forecasting and decision support tools and train users to assess and communicate weather risks to the emergency management community. Socio-economic data available on websites such as *OnTheMap for Emergency Management* will enhance decision support in emergencies.

STRATEGIC OBJECTIVE 3.2 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• **Number of days of forecast accuracy and warning lead time (APG for FY 2014 – 2015) (NOAA)** ★ • American Customer Satisfaction Index for NOAA's National Weather Service (NOAA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of trainings available and enhancements to the Census Bureau's *OnTheMap for Emergency Management* website (Census)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 3.3

Strengthen the resiliency of communities and regions (EDA, ESA, NIST, NOAA)

Many U.S. communities need help in preventing, withstanding, and recovering from disruptions caused by environmental changes, natural disasters, or economic dislocations. The Department will continue to provide support needed to reinvigorate resilient communities and ecosystems, based on actionable information that helps manage risk and develop and evaluate options.

The Department will continue to strengthen community-based resilience efforts not only for specific extreme weather events but for the overall impact of climate change. To that end, the National Oceanic and Atmospheric Administration (NOAA) will build on a strong scientific foundation and continue decades of engagement with interagency, academic, and private-sector partners.

KEY STRATEGIES

Build partnerships to produce and deliver climate, extreme event, and environmental information and services (NOAA). To improve community resilience, NOAA will support decisionmakers by building government, academic, and private partnerships. Their input and collaboration will be used to develop regional and local climate information and provide open-access data for catastrophe risk modeling. It will also produce new and improved information systems and visualization tools, refinement of the Climate.gov website, and communicate uncertainties underlying vulnerability assessments and preparedness solutions.

Enhance coastal intelligence (ESA, NOAA). Coastal intelligence includes nautical charts, environmental monitoring and assessment, and socioeconomic data and tools. NOAA, the Economics and Statistics Administration's (ESA) Census Bureau, and partners will increase the integration of science and services to provide targeted, actionable information that strengthens resilience. More sophisticated ocean and coastal intelligence will improve the ability of public and private decisionmakers to make informed choices.

Lead the development of a Disaster Resilience Framework (NIST). To protect critical infrastructure and public resources, the National Institute of Standards and Technology (NIST) will lead the development of a Disaster Resilience Framework. The framework will apply to many types of hazards such as tornadoes in the Midwest and earthquakes on the West Coast. A Disaster Resilience Standards Panel convened by NIST will further refine the framework and develop resilience guidelines to put the framework into action. This national effort will require significant engagement with stakeholders and federal agencies, including NOAA, the U.S. Department of Homeland Security, the Federal Emergency Management Agency, the U.S. Geological Survey, the Department of Transportation, the Department of Housing and Urban Development, and the National Science Foundation.

Help communities and regions leverage assets to build capacity for resilience (EDA, NOAA). The Department will provide tools, training, assistance, and grants to communities and regions for actions needed to adapt to environmental change. The development and implementation of resiliency strategies will help them better understand and employ their regional assets for economic resiliency.

STRATEGIC OBJECTIVE 3.3 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Percentage of U.S. coastal states and territories demonstrating annual improvements in resilience capacity to weather and climate hazards (NOAA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number and dollar amount of grants that support resiliency in communities and regions (EDA) • Number of communities that utilize Digital Coast (NOAA) • Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management (NOAA) • Percentage of key milestones met for Disaster Resilience Standards Panel (NIST)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 3.4

Foster healthy and sustainable marine resources, habitats, and ecosystems (NOAA)

The ocean economy contributes more than $250 billion annually to the U.S. economy. It supports approximately 44 million jobs in coastal counties, and enhances diverse ocean-based communities. Many benefits that ocean ecosystems provide are jeopardized by global demands for seafood, energy, development, tourism, and recreational use. Threats from climate change such as ocean acidification and coastal wetland loss are even more ominous. These threats impact human health and the domestic food supply. They place greater stress on overexploited fish stocks, iconic marine species, and their habitats. They reduce ecosystem sustainability, biodiversity, and resilience.

Effective policy and management of human activities, based on strong science, partnerships, and technology, are essential to sustain healthy ocean resources. The Department has strong legislative mandates and an important stewardship role in sustaining marine fisheries.

KEY STRATEGIES

Strengthen capabilities to assess and monitor fish and protected resources (NOAA). Ensuring sustainable populations of living marine resources is a key Departmental mandate. The National Oceanic and Atmospheric Administration (NOAA) will increase the precision of stock assessments, performing more robust monitoring. NOAA will use ecosystem management to ensure sustainable living marine resources. Integrated biological, physical, and chemical data and ecosystem modeling will be incorporated into fish stock and protected species assessments. More advanced technologies for monitoring living marine resources and ecosystems will be developed.

Improve recovery of listed species through innovative partnerships (NOAA). International, federal, state, local, tribal, and nongovernmental organizations all play an important role in conservation. NOAA will strengthen partnerships with these stakeholders to ensure greater collaboration on the recovery and conservation of protected marine species and coastal ecosystems. Greater collaboration will improve the quality and execution of conservation plans.

Enhance place-based conservation (NOAA). Through its coastal management and place-based conservation programs, NOAA will expand protections at current sites and add protections at new sites. This approach preserves the economic and environmental benefits of these special places. NOAA initiatives such as the Habitat Blueprint framework will employ partnerships to improve habitat conditions for fisheries, and coastal and marine life.

STRATEGIC OBJECTIVE 3.4 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• **Number of domestic stocks, as of June 30, 2013, listed as subject to overfishing for which the annual catch does not exceed the overfishing limit (APG for FY 2014 – 2015) (NOAA)** ★ • Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels (NOAA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Fish Stock Sustainability Index (FSSI) (NOAA) • Number and percentage of recovery actions ongoing or completed (NOAA) • Habitat acres conserved (NOAA)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 3.5

Enable U.S. businesses to adapt and prosper by developing environmental and climate informed solutions (ESA, ITA, NIST, NOAA)

To survive and flourish in the 21st century, businesses must balance environmental, social, and economic considerations. However, environmental responsibility can also be good business. When businesses adopt processes and solutions that recognize the importance of the environment and climate, cost savings and new commercial products and services may result.

The Department is uniquely equipped to provide new environmental and climate informed services that both help businesses and support broader social goals.

KEY STRATEGIES

Boost exports of environmental and clean energy technologies (ITA). Governments around the world are creating regulations and policies to address the changing environment. The International Trade Administration (ITA), with the Department of Energy and the Environmental Protection Agency, will lead interagency support for U.S. exporters' and foreign investors' response to the global demand for environmental and clean energy technologies. U.S. companies are poised to take advantage of these opportunities. To speed the deployment of climate-friendly technologies, ITA, working with the U.S. Trade Representative (USTR), will seek to eliminate import tariffs and market access barriers in these sectors. ITA will promote the global competitiveness of U.S. firms in these industries, developing in-depth analyses to help industry and U.S. government agencies prioritize efforts. Additionally, ITA will underscore the value of innovative clean energy technology, helping to link buyers and sellers.

Develop standards and tools to assess green building technologies (NIST). The National Institute of Standards and Technology (NIST) will develop measurement science that enables the design of buildings that produce as much energy as they consume and are made of more durable materials. NIST's expertise in energy, service life prediction, life-cycle assessment, and indoor air quality will deliver test methods and performance metrics that capture the value of green building technologies. This work requires partnerships with the Department of Energy, industry, and standards development organizations.

Engage targeted business sectors to integrate natural capital values into their business models (ESA, NOAA). By considering the benefits from nature and a healthy environmental in their planning and investments, U.S. businesses can reduce risks and costs while enhancing their image and revenue. The Economics and Statistics Administration (ESA) and the National Oceanic and Atmospheric Administration (NOAA) will identify business sectors that could benefit most from integrating the benefits of "natural capital" into their operations and decision-making. These two bureaus will work with industry to acquire the information and tools needed to better account for the value of beauty and clean air.

STRATEGIC OBJECTIVE 3.5 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Number of visits to information portals focusing on environmental and clean energy exports (ITA) • Number of trade promotion and trade policy missions that support U.S. environmental and clean energy businesses (ITA)
Supporting Indicators *(other measures that have an impact on our target outcomes)*	• Number of page visits to BIRDS, a free online software tool for businesses to assess the economic and environmental tradeoffs in developing green buildings (NIST)

See Appendix A for additional details on key performance indicators.

DATA

Strategic Goal 4: Maximize the positive impacts of Commerce data on society

Data drives decisions: 7 million U.S. businesses: 93,000 tribal, state, and local governments; 320 million American people; and the federal government itself use data to make informed decisions every day. The Department provides huge quantities of this data. People use the Department's data to gain insight into their weather and climate, their communities, and how the economy is faring. Businesses use Commerce data to make investment and hiring decisions. State and local governments mine the Department's data to warn of coming danger, position first-responders, and construct high-tech classrooms. And the federal government uses Commerce data to allocate funds and to make critical decisions on fiscal and monetary policy. Yet more can be done—much more.

The world is at the forefront of a data revolution. The explosion of Big Data and the increasing prevalence of Open Data present enormous opportunities and challenges. There is also an increasing responsibility to protect privacy and personal information. Realizing these opportunities and overcoming the challenges is feasible only if data agencies work together to complement each other's efforts.

The Department of Commerce is America's data agency. Its data—government data—is comprehensive, consistent, confidential, credible, and accessible. These characteristics make government data unique, but the federal government cannot and should not be the sole producer of valuable data. Finding effective ways to meld Commerce data together with data from other sources will serve society better and maximize the returns on the Nation's data investments.

The Department will lead the federal government in revolutionizing the approach to data. The Department has hired a Chief Data Officer to centralize its data strategy and improve data operations throughout the Department. The Department has also formed a Data Advisory Council to tap into the growing field of data experts: technical experts from businesses, academia, consulting firms, and government will consider the vast range of issues and provide advice on how to maximize the value of existing Commerce data. These new Commerce resources will help the Department ensure its customers can:

- Easily find and consume Commerce data;
- Use the data to inform decisions;
- Leverage the data to help people and organizations accomplish their goals; and
- Trust that the Department is protecting privacy, confidentiality, and security.

By focusing on its customers and the strategic objectives supporting this goal, the Department will transform its systems into 21st century data powerhouses—powerhouses that can help fuel the data revolution and bolster American job growth and global competitiveness.

STRATEGIC OBJECTIVE 4.1

Deliver increasing amounts of data to governments, businesses, and the public in formats that are easier to access and use (OS, All Bureaus)

The Department collects, stores, and analyzes a treasure trove of data, including data on the Nation's economy, population, and environment. This data is fundamental to the Department's mission and is used for the protection of life and property and to enhance economic growth. However, the capacity to analyze and disseminate this magnitude of data is significantly constrained.

Barriers to accessing and using data must be minimized in order to realize the potential value of the data. There are differing data types, standards, methodologies, websites, architecture, platforms, and formats that make it difficult to access and combine datasets.

Partnering with the private sector will increase the capacity of the Department to release raw scientific and climate data that cannot be cost-effectively disseminated by the federal government. Public-private partnerships developing and disseminating data in common standards and architectures could also produce a powerful data platform and more access to public data in usable forms.

The Chief Data Officer will lead the Department's efforts to make more Commerce data available to its customers. Additionally, the Commerce Data Advisory Council will provide invaluable insights for the Department to consider as it leads the effort to make sure the data the government holds is accessible in ways that enable businesses to be more competitive, governments smarter, and citizens more informed.

KEY STRATEGIES

Increase capacity to make data accessible, discoverable, and usable by the public (OS, All Bureaus). The Department's Big Data vision will not be realized by making data available through conventional means. Through public-private partnerships, scientific and geospatial data can be intelligently positioned in the cloud. The cloud will provide easy, affordable access to computing, storage, and advanced analytical capabilities. Public-private partnerships have the ability to scale and surge at the pace of U.S. innovation, enabling new value-added services and unimaginable integration into the daily lives of the public. For example, the National Institute of Standards and Technology (NIST) will seek public input on how it can partner with the private sector to structure time server operations to provide time information over the Internet in different formats. Just as making Global Positioning System (GPS) data publicly available in the early 1980s led to an explosion of GPS-related innovations, access to precision network timing could lead to another innovation surge. Success of public-private partnerships for scientific data will position the Department to lead similar partnership efforts for other data segments. The Department will leverage the core capabilities of the National Technical Information Service (NTIS) in public-private partnerships and the delivery of information and data, such as providing access to controlled datasets with stringent privacy and security requirements.

Empower entrepreneurs and innovators with Commerce data (OS, ESA). Entrepreneurs and innovators are constantly discovering new ways to use Commerce data. The Department wants to accelerate this trend. Since Commerce data reflects the wide array of Department activities, the Department cannot take a homogenous approach to empowering innovation and entrepreneurship. Instead, the Department will build on the existing relationships its bureaus have with their customers, sharing successes, exchanging best practices, and learning from their failures. When the Department finds techniques and collaborative endeavors that might work at the Department level, it will experiment with them in concert with its customers. The Department—predominantly the Chief Data Officer—will serve as a convener and a facilitator, integrating processes and standards across the Department only when it makes sense to do so. In a similar vein, instead of developing its own tools, the Department will take full advantage of available commercial and open-source tools to manage the entire life cycle of Commerce data. The Department will listen to its customers, exchange information, and work with them at all levels of the Department to help them use Commerce data to power the economy.

STRATEGIC OBJECTIVE 4.1 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Number of archival datasets to which permanent, citable Digital Object Identifiers (DOI) have been assigned (NOAA) • Data customer satisfaction rate as measured by each bureau (OS)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 4.2

Position the Department of Commerce to meet society's future data needs (ESA)

Commerce-held data go back to the first census conducted in 1790. Since then, the Department (in its current or predecessor organizations) has collected information about the Nation's people, its weather, its climate, its economy, and its trade. The Department has a rich history of data to explore and to share. The world is changing and data is an increasingly important driver of that change. The Department's approach to data services must change accordingly.

Consumers of Commerce data want data that is timelier, more accurate, and more specific to their needs. Society is becoming more mobile and demands information tailored to a particular region or local area. Consumers are increasingly technologically savvy and want data they can combine with other sources, in real time. The Department must do its part to be more responsive and meet these changing demands.

Adapting to new expectations will be challenging. The Department must figure out what it does well and what is best left to state and local governments, nongovernmental organizations, and businesses. It must refine existing datasets and develop new ones. The Department must reconsider its techniques and methodologies. And all the while, it must constantly reevaluate and adapt to emerging needs and technologies.

To begin, the Department will commission a blue-ribbon panel to study the future of economic data. Visionaries and experts will examine existing Commerce economic data offerings, suggest changes or the creation of new economic data products that need less revisions, identify methods to close the time gap between collection and dissemination, and recommend new ways of being responsive to future needs of customers. The panel will assist the Department in formulating a path forward over the short, medium, and long term.

KEY STRATEGIES

Drive the development of new Commerce economic datasets that can be combined with other data (federal and non-federal) to enhance entrepreneurial activities, regional, state, and local decision-making, and personal and family decisions (ESA). As the federal government's central data agency, the Department is in a unique position to collect, store, and disseminate certain types of information. Commerce economic data are widely recognized as objective, authoritative, comprehensive and consistent over time. The Department will transform its current economic data products to meet future demands, recognizing that these data will be combined with data from other sources to meet the changing needs of society. To determine what is needed, the Economic and Statistics Administration (ESA) will hold conversations with businesses, governments, and the public and will consider the recommendations of the Department's blue-ribbon panel.

Explore alternative means, methods, and techniques for collecting economic information (ESA). Much of the information the Department collects to produce its economic datasets is obtained through extensive surveys. These are expensive and time-consuming. Using surveys also creates a lag between collection and dissemination, impeding the timely delivery of data to individuals and organizations that need it. In order to meet the real-time demands of its customers, the Department must explore alternative ways to collect the information needed for current and future economic datasets.

Raw economic information is now available from a host of sources and these sources will only increase in the future. Private-sector data providers use a number of techniques and sources of information for their products: Web-scraping, electronic payment systems, inventory and logistics management systems, electronic point of sale information, and many others.

The Department will explore these techniques and sources to determine which might be appropriate for obtaining raw economic information. The Department will also consider making better use of existing administrative data held by other federal agencies. In exploring these possibilities, the Department will be mindful of the relative value and costs of obtaining information from new sources. It will also ensure any new information-gathering techniques protect personal privacy and the confidentiality of business information.

STRATEGIC OBJECTIVE 4.2 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Milestones met to explore and examine future economic data sources (ESA) • Milestones met to explore and examine future economic products and datasets (ESA)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 4.3

Create a data-driven government (EDA, ESA, ITA, MBDA)

The federal government collects vast amounts of data every day to support, protect, and defend the U.S. public. Data can and should be used to drive program excellence and sound decision-making within the federal government. Data can be used more widely to help measure the efficacy of government assistance programs, allowing policymakers to make better and wiser choices on how to spend limited resources. Data from different agencies can be better shared or combined to make government programs more informed and more efficient. Achieving this strategic objective will require re-evaluating the data the Department collects and determining how that data might be used to inform decisions both within the Department and in other federal agencies.

KEY STRATEGIES

Increase the use of existing federal databases to help analyze business assistance and economic growth programs throughout the government (EDA, ESA, ITA, MBDA). The federal government provides billions of dollars of business assistance each year. The Department has several programs that provide information and technical advice to businesses. Analyzing the effectiveness of this assistance and identifying key drivers of success can be difficult and time-consuming. If the Department employs the federal government's economic, demographic, geospatial, and scientific data in its decision-making, this could result in better and perhaps faster assessments. The Department is conducting pilot tests to determine the best way to incorporate information and analyses gleaned from existing datasets into business-assistance program decisions. Once a methodology is developed, the Department will provide the data and expertise needed for programs to operate more effectively and increase their return on investment.

Execute high profile statistical programs well (ESA). The Department is committed to conducting the 2020 Census at lower costs per housing unit than the 2010 Census. The Department will do this by focusing on cost-effective ways to collect, process, and disseminate information. This also requires increased sharing of administrative data collected by other federal agencies. The Economic and Statistics Administration's (ESA)

Census Bureau recognizes that these innovations must be flexible enough to respond to social and technological changes, while ensuring there is no degradation in data quality.

Increase data sharing among federal agencies (ESA). Many federal agencies face legislative, regulatory, or policy limitations on sharing administrative record data with other agencies. Addressing these limitations will drive down costs and reduce the public burden of redundant data collections. The International Trade Data System (ITDS) is an example of early government efforts to share data. The Department will identify and champion other potential avenues that will continue this success. However, current law prohibits sharing data among ESA's Census Bureau and Bureau of Economic Analysis (BEA), and the Department of Labor's Bureau of Labor Statistics (BLS). Enactment of a simple, proposed legislative amendment to Title 26 of the U.S. Code allowing more data sharing would reduce cost and enhance data quality without sacrificing the confidentiality of the data.

STRATEGIC OBJECTIVE 4.3 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Milestones met in increasing the cost efficiency of 2020 Decennial Census (Census) • Milestones met in developing census information technology (IT) enterprise to enhance collection, processing, and dissemination of data (Census)

See Appendix A for additional details on key performance indicators.

OPERATIONAL EXCELLENCE

Strategic Goal 5: Strengthen the Department's capacity to achieve its objectives, maximize return on program investments, and deliver quality, timely service

One of the greatest challenges facing the Department is the need for agency operations and service offerings to be responsive and nimble in adapting to the fast-changing needs of the 21st century U.S. private sector. Agility is a growing imperative for all federal agencies and will require exceptional change management over the life of this strategic plan. Moreover, if the Department is to successfully foster entrepreneurship, innovation, environmental responsibility, and data-driven decision-making in the U.S. economy, its internal operations must also embrace, support, and drive these conditions within the Department organization. To achieve agility and operationalize the goals, objectives, and values that underpin the plan, cultural, technological, and process transformations will be effected at the Department.

STRATEGIC OBJECTIVE 5.1

Empower and engage Commerce employees (OS, All Bureaus)

Employees who are committed to the Department's mission, their colleagues, and their personal development will find a way to evolve processes, acquire skills, and devise solutions that advance the cause. Therefore, the first objective for achieving operational excellence is to engage all employees in this strategic plan and maximize their contributions through continuous learning, collaboration, and innovation.

KEY STRATEGIES

Cultivate leadership and organizational development skills and a values-based culture to increase employee engagement and empowerment (OS, All Bureaus). The Department will establish action plans to develop the leadership skills and competencies of employees at all levels. The performance plans for the Senior Executive Service (SES) corps will emphasize the sharing of Department values, and the promotion of employee engagement and empowerment within the executive's organization. Increased networking among the corps, including formal SES "summits," will promulgate best practices in employee development. Programs to develop the next generation of supervisors and managers will continue as the flagship of the Department's human capital management. Organizational values and strategic plan objectives will be incorporated into employee communications and on-boarding programs for new employees.

Promote and reward employee collaboration, innovation, and engagement at all levels of the organization (OS, All Bureaus). The Department is developing new approaches to recognize and nurture innovative ideas that help services excel. A review of best practices of other agencies and the private sector has identified new ways to support collaboration and innovation. For example, the new *Commerce Connection* intranet will serve as a platform for crowdsourcing ideas and facilitating community dialogue. The Department will launch initiatives to involve more employees in solving problems central to achieving mission goals; employees will have the opportunity to serve on cross-functional, multi-bureau teams to streamline processes and evaluate alternative program tactics. The Labor-Management Forum is both a collaborator and a source of ideas on how to increase collaboration among professions and bureaus.

Attract and retain an exceptional and diverse workforce (OS, All Bureaus). Progress on the first two strategies will strengthen the Department's ability to attract and retain an exceptional and diverse workforce. In addition, its new Diversity Council will create and implement approaches for bringing people with diverse backgrounds and points of view to the Department team. Public Affairs staff will communicate and "brand" the Department's unique story to help recruit and retain gifted professionals who want to be part of the cutting-edge scientific, social science, economic development, and public policy work of the bureaus. Bureaus will enhance their recruiting strategies and advertise the benefits and rewards of public service to help expand the pool of highly qualified candidates.

STRATEGIC OBJECTIVE 5.1 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Score on the Employee Engagement Index of the Federal Employee Viewpoint Survey (OS, All Bureaus) • Score on the New Inclusion Quotient (New IQ) of the Federal Employee Viewpoint Survey (OS, All Bureaus)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 5.2

Support a service-oriented culture that responds to the needs of external and internal customers (OS, All Bureaus)

Feedback from customers provides a map to operational excellence. Mechanisms for identifying customer needs and for determining how well a process is working will be part of process design. Corrective action based on feedback will also be required. Customer focus will be a major element in employee orientation and training. Providing customers and co-workers with first rate service will be recognized and factored into resource allocation decisions.

KEY STRATEGIES

Improve customer feedback mechanisms for major processes and services (OS, All Bureaus). Customers can now send comment cards or call staff to provide input on the quality of service. These feedback channels will be improved to more routinely and completely capture customer requirements. Identifying important patterns in the feedback data and acting on the feedback will be institutionalized. Employees will continue to respond to individuals but will also use patterns in the feedback to retool forms and processing steps to improve service.

Simplify access to Department services and data across all channels (OS, All Bureaus). *BusinessUSA* is a government-wide online platform co-managed by the Department and the U.S. Small Business Administration. It aims to make it easier for businesses to access government services and resources. It has become a role model for using data generated for website management to make the site more usable and useful. Staff will adapt best practices from *BusinessUSA*, exceptional Department websites, and the private sector to improve other Department sites.

The data goal described in this strategic plan includes approaches that will make it easier to access, combine, and analyze Commerce data. The advisory committees that support these efforts will ensure there is abundant customer input on design and development.

Recruit, reward, and advance those who epitomize excellent service (OS, All Bureaus). Positions that interact with the public as a primary function will be filled with an appropriate emphasis on customer service skills. In units that have a high volume of service contacts, performance standards for service will be established and incorporated into employee performance plans. Communications to all employees will emphasize that quality service for both internal and external customers is part of the Department's value system. The Department is participating in the launch of a new federal recognition program for staff who provide exceptional customer service. Managers and supervisors will be directed to identify additional opportunities and means of recognizing role model service.

STRATEGIC OBJECTIVE 5.2 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Percentage of high-volume processes with customer feedback elements (OS, All Bureaus) • Customer contacts (BusinessUSA) (OS, All Bureaus) • Customer satisfaction (BusinessUSA) (OS, All Bureaus) • Customer impact (BusinessUSA) (OS, All Bureaus)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 5.3

Manage for results
(OS, All Bureaus)

Managing for results in a major federal agency has been an aspiration of government leaders for decades. Progress has been made, but a fully successful approach has been elusive. For most federal programs, the actual impacts of their investments do not occur for years. By the time they occur, different ideas and people are leading, attention has shifted, and evidence of impacts may not be gathered. The Department will institutionalize processes to find out "what works." Standard operating procedures will include collecting data on measures of program impact, and this data will be used to assess whether significant strategies are working and what changes would improve performance. By building data analysis into operations, a learning and results-orientation will undergird the Department's mission and mission-support programs.

KEY STRATEGIES

Develop evidence-based decision frameworks to integrate strategic planning, budgeting, execution, and program evaluation (OS, All Bureaus). Logic models, also known as theories of change, use data and expert opinion to map the "if-then" (causal) relationships between the resources, activities, outputs, and outcomes of a program. Such models will be used to design and plan program operations and strategies; they will underpin Department measures of implementation effectiveness, short-term outcomes, and long-term impact. Bureaus will be directed to identify strategies that require major increases in funding or require better evidence of impact to sustain support. Logic models will be developed for these strategies to refine measures used to monitor the quality of program execution. Evaluation strategies will be developed to help empirically answer questions about impact. Using this approach, more and better evidence will be available for budget development. As additional logic models are developed each fiscal year, and bureaus' evaluation agendas are advanced, the evidence base for planning and budgeting will continuously improve.

Identification of potential risks and avoidance or mitigation of those risks is a critical management responsibility. Commerce's Enterprise Risk Framework will be applied throughout the Department to ensure that priorities, actions and resource allocations are informed by a common understanding of risk. A framework for process improvement will also be employed. This will involve mapping processes and identifying quality and cycle time requirements at respective steps, as well as for the entire process. This approach will permit staff to identify the weak link in a process and what corrective action is needed. Priorities for mapping and tracking processes will be based on their impact and customer feedback.

Implement an approach to monitoring the Strategic Plan that is comprehensive and responsive to the needs of leadership (OS, All Bureaus). Tools for monitoring the implementation of the mission sections of this plan have been evolving, and several are in place. These tools include a system to track initiatives in which the Office of the Secretary (OS) is involved, an online executive dashboard for the strategic objective action plans, cyclical review of strategic goals at executive leadership meetings, and steps for the annual strategic review of progress on strategic objectives required of all federal agencies. Written procedures for these tools will be developed and issued to help make them part of the Department's routine way of doing work. However, all of the tools will evolve with experience, and procedures will be updated accordingly.

Data on the progress of mission support processes will be reported using an internal online dashboard. Office directors will use the dashboard routinely and cross-functional groups will review it quarterly. Refining the dashboard and the measures will be ongoing.

STRATEGIC OBJECTIVE 5.3 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Score on the Results-Oriented Performance Culture Index of the Federal Employee Viewpoint Survey (OS, All Bureaus)

See Appendix A for additional details on key performance indicators.

STRATEGIC OBJECTIVE 5.4

Improve facilities, support services, and information technology products and services to drive mission success (OS, All Bureaus)

The Department requires a 21st century work environment and information technology (IT) infrastructure that supports collaborative problem solving and superior customer service, and provides capabilities to share and transform data for decision-making. Shared services across bureaus will be central to an aggressive plan to achieve these ends, along with a continual focus on cybersecurity.

KEY STRATEGIES

Improve the quality and consistency of mission support services by establishing a customer-focused business model for shared services (OS, All Bureaus). While many organizations use shared services as a way to reduce administrative costs or to consolidate systems, the Department has a single, defining focus for this strategy—service quality. Input from program executives across the Department established the critical link between the caliber of mission support services (Human Resources, Acquisitions, and IT) and the ability to progress on mission goals and objectives. In response, the Department is pursuing a shared services model for common support services that will empower customers and enable a relentless focus on quality. An intra-agency effort is currently underway to identify specific services that will be provided through the shared services model. "Shared Services" is a priority in the President's Management Agenda and a cross-agency priority goal. The Department intends to be on the leading edge of this government-wide movement.

Modernize the Department's headquarters facility to improve the work environment, facilitate better outcomes, and demonstrate that the Department is "current" and "able" (OS, All Bureaus). The Herbert C. Hoover Building (HCHB) was designed for the Department in the 1930s. Fortunately, it was one of the first office buildings designed to provide a flexible office layout. Many internal walls are temporary and can accommodate changing needs. The current building renovation will include space designs that help staff use equipment more efficiently, collaborate, and enjoy greater comfort. For critical user input on the renovation design, a pilot area has been created for employees to test. Final plans will incorporate employee feedback on the test area.

Transform the Department's IT infrastructure to be conducive to collaboration and sharing of data and information over a world-class network (OCIO, All Bureaus). The current HCHB network supporting the Office of the Secretary (OS), Minority Business Development Agency (MBDA), Economic Development Administration (EDA), Economics and Statistics Administration (ESA), National Telecommunications and Information Administration (NTIA), Office of the Inspector General, and National Oceanic and Atmospheric Administration (NOAA) headquarters was originally designed in 2002 and has undergone numerous changes since, particularly in the past five years. The infrastructure today lacks robustness to fully support new requirements and mandates such as next generation Internet protocols, allowing for Internet growth (e.g., IPv6). Led by the Department's Office of the Chief Information Officer (OCIO), efforts are underway to address this problem aggressively through cross-bureau action and investment. A primary focus of this strategy will be to provide redundancy, minimize single points of failure, and stabilize the current networking platform to support the increasing IT infrastructure needs of the HCHB bureaus. HCHB will transition to a "virtual bureau" in its delivery of IT services. As with all service organizations, employees are the Department's primary asset and should be able to communicate and collaborate effectively and efficiently.

Improve situational awareness, cybersecurity, and risk management through implementation of advanced cyber programs and initiatives (OCIO). To deal successfully with cyber threats, the Department needs to establish a robust incident response capability. In addition, the Department must deploy a sustainable implementation of enterprise-wide cybersecurity initiatives to continuously monitor its IT systems, provide cyber security situational awareness, and meet requirements to optimize and standardize its individual external network connections.

STRATEGIC OBJECTIVE 5.4 PERFORMANCE INDICATORS	
Key Indicators *(the outcomes that we can measure now)*	• Cybersecurity Cross Agency Priority (CAP) Goal average for the Department (OS, All Bureaus) • Percentage of internal customers satisfied with core mission support processes (OS, All Bureaus)

See Appendix A for additional details on key performance indicators.

APPENDIX A – PERFORMANCE INDICATOR DEFINITIONS

STRATEGIC GOAL 1: TRADE AND INVESTMENT

Indicator	Definition
Strategic Objective 1.1	
Number of advocacy wins	The number of foreign government contracts won by U.S. businesses with Department assistance.
Dollar value of U.S. contracts from advocacy wins	The dollar value of contracts to provide goods or services to a foreign government when the contracts were won by U.S. businesses with Department assistance.
Number of foreign trade barriers prevented, reduced, or removed	The number of foreign trade barriers prevented, reduced or removed with Department assistance on behalf of U.S. exporters.
Number of foreign government officials trained on best practices to protect and enforce IP	The number of foreign government officials with intellectual property responsibilities who participate in Department-sponsored conferences and training programs aimed at improving the protection and enforcement of IP rights.
Strategic Objective 1.2	
Percentage of Global Markets clients that achieved their export objectives ★	The percentage of Global Markets business clients that meet export objectives agreed to at the outset of assistance. Data is collected via surveys.
Number of clients assisted	The number of U.S. companies that receive ITA exporting assistance.
Number of export transactions completed under the new authority of Commerce export licenses and license exceptions	The number of exports of items that have become subject to the Export Administration Regulations (EAR) that were formerly subject to the International Traffic in Arms Regulations (ITAR). The measure of these transactions will be exports under a Commerce license, Commerce license exception, no license required (NLR) shipments, or exports under the catch-all authority of a State Department authorization for EAR items as reported in the Automated Export System by exporters.
Number and dollar amount of grants that support place-based export strategies	The number and dollar amount of grants that support the development and implementation of regional place-based strategies that foster exports.
Number of jobs created or retained, and dollars leveraged (contracts and financings) through minority business export activity	The jobs and investment reported to be the result of exports that occurred with the assistance of the Minority Business Public Private Partnership Program.
Strategic Objective 1.3	
Number of investment clients assisted by the Department	The number of domestic and foreign firms, as well as domestic and foreign Economic Development Organizations, assisted by the Department to attract inward investment into the United States.
Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support inward investment	The estimated number of jobs to be created or retained and dollar amount of private capital investment to be generated as a result of inward investment-focused EDA Public Works and Economic Adjustment Assistance construction grants. Job and investment estimates encompass long-term rather than short-term (i.e., construction) impacts.
Number of ombudsman cases facilitated	The number of ombudsman cases (both visa-related and non-visa-related) closed by SelectUSA.

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Indicator	Definition
Strategic Objective 1.4	
Number of antidumping and countervailing duty determinations issued within statutory and/or regulatory deadlines	The total proportion of antidumping and countervailing duty investigations, administrative reviews and other case proceedings that are completed by Enforcement & Compliance within the timeframes established under U.S. trade remedy statutes and Department regulations.
Number of antidumping and countervailing duty petition counseling sessions	The counseling assistance to U.S. companies and their workers to improve their understanding of and access to the U.S. unfair trade laws.
Number of trade agreement compliance cases resolved successfully	The number of foreign government-imposed trade barriers that are removed/ mitigated to industry satisfaction. Data is gathered through client surveys.

STRATEGIC GOAL 2: INNOVATION

Indicator	Definition
Strategic Objective 2.1	
Dollar amount of co-investment by non-federal sources in NNMI institutes	Measures the sustainability of NNMI Institutes by tracking private contribution.
Number of businesses using NIST research facilities	The number of businesses that send staff to conduct research at NIST User Facilities and number of businesses engaged in cooperative research agreements with NIST.
Number of firms receiving in-depth technical assistance from MEP centers	In-depth technical assistance requires eight hours or more of staff time.
Percentage of MEP clients receiving in-depth technical assistance that increase their competitiveness	Competitiveness is increased through product diversification, increased sales, decreased costs, and/or capital investment; data will be based on client surveys.
Relative citation impact of NIST-authorized publications	The relative citation impact indicator is the ratio of the average number of citations per publication (citation rate) for all NIST publications in a year to the average citation rate for a large group of peer institutions in the world.
Number of Full-Time Equivalents (FTEs) supporting Advanced Manufacturing Technology (AMTech) consortia	Measures the sustainability/growth of funded AMTech partnerships by tracking private contribution.
Strategic Objective 2.2	
Miles of broadband infrastructure ★	The number of miles of network (e.g., fiber, microwave) deployed using federal funding.
Number of community anchor institutions connected ★	The number of anchor institutions (e.g., libraries, schools) connected with new or improved broadband capabilities.
Number of new household and business subscribers to broadband ★	The number of new household and business subscribers to broadband generated by Department initiatives.
Spectrum identified for commercial broadband use	Spectrum identified by NTIA to achieve 500 MHz goal of additional spectrum for commercial broadband use.
Number of critical infrastructure sectors with work products integrating the Cybersecurity Framework	The number of information technology and operational technology products that have integrated Cybersecurity Framework concepts and components.
Number of government and private test-bed facilities partnering with the Center for Advanced Communications	The number of partners that invest funding, facilities and/or staff to test and evaluate new advanced wireless technologies.

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Indicator	Definition
Strategic Objective 2.3	
Number and dollar amount of grants that support innovation-based capacity-building activities	Number and dollar amount of grants that support entrepreneurial activities, commercialization, and/or technology transfer.
First action patent pendency ★	First Office Action pendency is the average number of months from the patent application filing date to the date a First Office Action is mailed by USPTO.
Total patent pendency ★	Patent pendency is the average time in months for a complete review of a utility, plant, and reissue (UPR) patent application, from the filing date to issue a patent decision or abandonment of the application.
Patent backlog ★	The unexamined patent application backlog is the number of new UPR patent applications at any given time which are awaiting a First Office Action by the patent examiner.
Patent quality composite score ★	The score is composed of seven individual quality metrics; a weight is applied to each metric and they are added to measure overall quality; scores are assigned by senior examiners who review a sample of patent determinations.
Number of jobs created or retained for minority businesses (not including those jobs associated with exports)	The number of positions created or retained as the result of business expansion supported by Minority Business Public Private Partnership Program grants.
Dollars leveraged (contracts and financings) for minority businesses (not including those dollars associated with exports)	The value of contracts and financing achieved as the result of business expansion supported by Minority Business Public Private Partnership Program grants.
Recipient-estimated number of jobs and dollar amount of private investment generated as a result of infrastructure for industry-driven skills training	The estimated number of jobs to be created or retained and dollar amount of private investment to be generated as a result of industry-driven skill training infrastructure supported by EDA Public Works and Economic Adjustment Assistance construction grants. Job and investment estimates do not include investments and jobs from constructing facilities but rather those that result from the activity in new facilities.
Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources	Partnering is developing and affecting training programs to meet specific needs of firms.
Percentage of prioritized countries for which country teams have made progress	Progress is measured using the following criteria: (1) institutional improvements of the IP office administration for advancing IP rights; (2) institutional improvements of IP enforcement entities; (3) improvements of IP laws and regulations; and (4) establishment of government-to-government cooperative mechanisms. This measure tracks the implementation of country-specific action plans in prioritized countries.

STRATEGIC GOAL 3: ENVIRONMENT

Indicator	Definition
Strategic Objective 3.1	
Key milestones completed on time for satellites and ships	Key activities for the development and launch of weather satellites and fleet modernization and products are identified and tracked using a project management system.
Annual number of peer-reviewed publications related to environmental understanding and prediction	The annual number of peer-reviewed publications is an indicator of productivity and relevance and is tracked using online resources. Peer review is one of the important procedures used to ensure that the quality of published information meets the standards of the scientific and technical community.
Number of comparative greenhouse gas emissions studies completed	Scientific studies comparing top-down and bottom-up emission estimation methodologies provide the means to improve the quality of greenhouse gas emissions data.
Percentage of data processed and delivered to the user community (relative to all data transmitted to NOAA from NOAA-managed satellites)	Ensures that NOAA provides real time (or near real time) availability of critical satellite data and products without gaps.
Strategic Objective 3.2	
Number of days of forecast accuracy and warning lead time ★	Measures the time available to prepare for and mitigate the impact of severe weather. Longer lead time on forecasts is driven by improved forecast models and more accurate data.
American Customer Satisfaction Index for the NOAA's National Weather Service	Weather information users are periodically surveyed using the American Customer Satisfaction Index. The survey rates customer satisfaction on a range of National Weather Service data and products.
Number of trainings available and enhancements to the Census Bureau's *OnTheMap for Emergency Management* website	The access to training and enhancements to the Census Bureau's *OnTheMap for Emergency Management* website improves emergency managers' ability to plan and respond to natural hazard and emergency events. Data is maintained on class attendance and the type of enhancements made to the website.
Strategic Objective 3.3	
Percentage of U.S. coastal states and territories demonstrating annual improvement in resilience to weather and climate hazards	An index of a range of activities to mitigate coastal community risk and vulnerability to coastal hazards. It measures improvement in the Nation's capacity for end-to-end preparedness, response, recovery, and resilience to hazards.
Number and dollar amount of grants that support resiliency in communities and regions	The number and dollar amount of grants that help communities and regions build the capacity to be more resilient (i.e., ability to withstand and minimize the potential impacts of disruptions due to a natural or man-made event).
Number of communities that utilize Digital Coast	Digital Coast is a web platform providing coastal geospatial information. The number of communities using Digital Coast is based on Census-designated places within coastal states, including all Census-defined cities, towns, townships, boroughs, and incorporated municipalities.
Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management	Geographically specific forecasts will allow resource managers to make decisions based on predicted environmental and socioeconomic impacts, predict the impacts of ecosystem stressors, and evaluate the potential options to mitigate those stressors to better manage ecosystem use and condition.
Percentage of key milestones met for Disaster Resilience Standards Panel	A series of nationwide workshops will be held to gather input for a draft disaster resilience framework. A plan will be established to develop a complete Disaster Resilience Framework that puts community-level guidelines into action.

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Indicator	Definition
Strategic Objective 3.4	
Number of domestic stocks, as of June 30, 2013, listed as subject to overfishing for which the annual catch does not exceed the overfishing limit ★	Confirm overfishing has been eliminated on all domestic stocks identified as subject to overfishing using catch data relative to overfishing limits. Stocks identified as subject to overfishing after June 30, 2013 are not included in this APG.
Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels	Population trends are estimated using best practice research methodologies. This measure tracks progress at achieving partial recovery of endangered, threatened, or depleted protected species.
Fish Stock Sustainability Index	The index is a composite of several measures of the health of fish stocks. It measures the sustainability of 230 fish stocks selected for their importance to commercial and recreational fisheries. Data is gathered using best practice research methodologies.
Number and percentage of recovery actions ongoing or completed	Measures documented recovery actions that are expected to contribute to a change in population trends (such as completed habitat restorations, successful reintroductions of injured animals, etc.).
Habitat acres conserved	The number of acres includes: (1) the number of habitat acres acquired or designated for long-term protection which includes land, marine, and estuarine areas conserved as sanctuaries, reserves, or other protected areas; and (2) the number of habitat acres restored describes restoration by NOAA or with NOAA funding following habitat degradation or injury.
Strategic Objective 3.5	
Number of visits to information portals focusing on environmental and clean energy exports	Tracks growth in the number of visits to select websites that are used as central sources of environmental and clean energy export information.
Number of trade promotion and trade policy missions that support U.S. environmental and clean energy businesses	Standard definitions will be used to define "environmental and clean energy businesses" to assure data integrity.
Number of page visits to BIRDS, a free online software tool for businesses to assess the economic and environmental tradeoffs in developing green buildings	A new online software tool called BIRDS will be released to help stakeholders put an environmental score on a proposed building and to assess the life cycle costs associated with that building. Usage will be measured by software downloads and/or page visits.

STRATEGIC GOAL 4: DATA

Indicator	Definition
Strategic Objective 4.1	
Number of archival datasets to which permanent, citable Digital Object Identifiers (DOI) have been assigned	NOAA will assign identifiers to datasets stored in its archives. These identifiers are persistent, i.e., they do not change even if the actual storage location of the data changes. NOAA will use the international standard Digital Object Identifier (DOI) scheme in wide use by scientific publishers and other science data agencies.
Data customer satisfaction rate as measured by each bureau	A custom index comprised of bureau-specific data customer satisfaction measures will be developed and monitored by the Chief Data Officer. Support for a variety of approaches to gauging customer satisfaction will accommodate differences in missions, uses of data, and types of data and datasets maintained by each organization.

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Indicator	Definition
Strategic Objective 4.2	
Milestones met to explore and examine future economic data sources	The timely completion of activities designated as milestones in the plan of action to explore and examine future economic data sources.
Milestones met to explore and examine future economic products and datasets	The timely completion of activities designated as milestones in the plan of action to explore and examine the future economic products and datasets.
Strategic Objective 4.3	
Milestones met in increasing the cost efficiency of 2020 Decennial Census	The timely completion of activities designated as milestones related to the four major cost saving research tracks in the baselined 2020 Decennial Census schedule.
Milestones met in developing census information technology (IT) enterprise to enhance collection, processing, and dissemination of data	The timely completion of activities designated as milestones in the baselined Census Enterprise Data Collection and Processing (CEDCaP) schedule.

STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE

Indicator	Definition
Strategic Objective 5.1	
Score on the Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS)[1]	The Employee Engagement Index defines an engaged employee as "…one who is immersed in the content of the job and energized to spend extra effort in job performance." The Index comprises FEVS questions that cover most, if not all, of the conditions likely to build employee engagement (e.g., leadership, opportunity to use skills, supportive supervisors).
Score on the New Inclusion Quotient (New IQ) of the Federal Employee Viewpoint Survey (FEVS)[1]	The New Inclusion Quotient (New IQ) consists of 20 FEVS questions with the highest correlation to inclusive environments. The New IQ is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. Workplace inclusion is a contributing factor to employee engagement and organizational performance.
Strategic Objective 5.2	
Percentage of high-volume processes with customer feedback elements	Complete and effective customer feedback loops will be identified for the Department's 20 highest volume externally facing processes. Process owners must demonstrate how customer feedback is used to inform operational improvements and decisions before the loop will be counted as complete.
Customer contacts (BusinessUSA)	The number of customer contacts made through multiple *BusinessUSA* service channels during a given time period.
Customer satisfaction (BusinessUSA)	A weighted average of customer satisfaction with their user experience across multiple *BusinessUSA* service channels as indicated in responses to specific survey questions.
Customer impact (BusinessUSA)	A weighted average of customers' ability to find useful information across multiple *BusinessUSA* service channels as indicated in responses to specific survey questions.

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[1] *The Federal Employee Viewpoint Survey (FEVS) is a tool administered by the U.S. Office of Personnel Management that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.*

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Indicator	Definition
Strategic Objective 5.3	
Score on the Results-Oriented Performance Culture Index of the Federal Employee Viewpoint Survey (FEVS)[1]	The Results-Oriented Performance Culture Index is made up of 13 FEVS questions, which taken together indicate the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes.
Strategic Objective 5.4	
Cybersecurity Cross Agency Priority (CAP) Goal average for the Department	The Cybersecurity CAP Goal uses the Federal Information Security Management Act (FISMA) of 2002 performance metrics to measure agency progress in implementing the Administration's priority cybersecurity capabilities. The index tracked for this objective will average the following scores: percentage of hardware assets covered by Information Security Continuous Monitoring (ISCM); percentage of external network traffic consolidated through a Trusted Internet Connection (TIC); percentage of TIC Reference Architecture v2.0 critical capabilities implemented; and percentage use of Personal Identity Verification (PIV) cards for local access.
Percentage of internal customers satisfied with core mission support processes	Customer satisfaction will be monitored for core mission support services in the Department's Human Resources, IT, Acquisitions, and Financial Management portfolios. Data will be gathered continuously through transactional feedback as well as periodic, targeted pulse surveys. This measure is expected to come online in FY 2016.

[1] *The Federal Employee Viewpoint Survey (FEVS) is a tool administered by the U.S. Office of Personnel Management that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.*

APPENDIX B – CONTRIBUTING PROGRAMS

STRATEGIC GOAL 1: TRADE AND INVESTMENT

STRATEGIC OBJECTIVE 1.1

Bureau	Program
ITA	• Global Markets • Industry and Analysis • Enforcement and Compliance
USPTO	• Patents and Trademarks
NOAA	• Corporate Services
NTIA	• International Policies

STRATEGIC OBJECTIVE 1.2

Bureau	Program
ITA	• Executive Administration • Global Markets • Industry and Analysis
EDA	• Public Works • Economic Adjustment Assistance • Technical Assistance • Partnership Planning • Research and Evaluation • Trade Adjustment Assistance
MBDA	• Minority Business Public Private Partnerships Program
BIS	• Export Enforcement • Export Administration • Management and Policy Coordination
ESA	• Policy Support
NIST	• Hollings Manufacturing Extension Partnership

STRATEGIC OBJECTIVE 1.3

Bureau	Program
EDA	• Public Works • Economic Adjustment Assistance • Technical Assistance • Partnership Planning • Research and Evaluation • Trade Adjustment Assistance
ESA	• Bureau of Economic Analysis
ITA	• Global Markets • Industry and Analysis

STRATEGIC OBJECTIVE 1.4

Bureau	Program
ITA	• Enforcement and Compliance • Industry and Analysis • Global Markets

STRATEGIC GOAL 2: INNOVATION

STRATEGIC OBJECTIVE 2.1

Bureau	Program
NIST	• Advanced Manufacturing Technology Consortia • National Network for Manufacturing Innovation • Laboratory Programs • Hollings Manufacturing Extension Partnership
EDA	• Public Works • Economic Adjustment Assistance • Technical Assistance • Partnership Planning • Regional Innovation Strategies • Research and Evaluation • Trade Adjustment Assistance

STRATEGIC OBJECTIVE 2.2

Bureau	Program
NIST	• Laboratory Programs • Special Programs and Standards Coordination • Wireless Innovation (WIN) Fund
NTIA	• Domestic and International Policies • Spectrum Management • Broadband Technology Opportunities Program • FirstNet
USPTO	• Patents • Trademarks

ITA	• Enforcement and Compliance • Global Markets • Industry and Analysis

STRATEGIC OBJECTIVE 2.3

Bureau	Program
NIST	• Hollings Manufacturing Extension Partnership
ESA	• Policy Support
EDA	• Public Works • Economic Adjustment Assistance • Technical Assistance • Partnership Planning • Regional Innovation Strategies • Research and Evaluation • Trade Adjustment Assistance
MBDA	• Minority Business Public Private Partnerships Program
Census	• Longitudinal Employer Household Dynamics (LEHD)
ITA	• Executive Administration • Global Markets • Industry and Analysis
NIST	• Laboratory Programs • Special Programs and Standards Coordination • Corporate Services • Construction and Major Renovations • Working Capital Fund
USPTO	• Patents • Trademarks

STRATEGIC GOAL 3: ENVIRONMENT

STRATEGIC OBJECTIVE 3.1

Bureau	Program
NOAA	• National Environmental Satellite Data and Information Service-Environmental Satellite Observation Systems • National Environmental Satellite Data and Information Service-National Environmental Information • Office National Environmental Satellite Data and Information Service-Systems Acquisition • National Environmental Satellite Data and Information Service-Construction • National Ocean Service-Navigation, Observations, and Positioning • National Ocean Service-Coastal Science and Assessment • National Ocean Service-Ocean and Coastal Management and Services • National Marine Fisheries Service-Fisheries Research and Management • National Marine Fisheries Service-Habitat Conservation and Restoration • National Marine Fisheries Service-Protected Species Research and Management • National Marine Fisheries Service-Other Activities Supporting Fisheries • National Weather Service-Observations • National Weather Service-Central Processing • National Weather Service-Analyze, Forecast and Support • National Weather Service-Dissemination • National Weather Service-Science and Technology Integration • Oceanic and Atmospheric Research-Climate Research • Oceanic and Atmospheric Research-Weather and Air Chemistry Research • Oceanic and Atmospheric Research-Oceans, Coastal, and Great Lakes Research • Oceanic and Atmospheric Research-Innovative Research and Technology • Oceanic and Atmospheric Research-Systems Acquisitions • Office of Marine and Aviation Operations
NIST	• Laboratory Programs • Standards Coordination and Special Programs

STRATEGIC OBJECTIVE 3.2

Bureau	Program
NOAA	• National Weather Service-Observations • National Weather Service-Central Processing • National Weather Service-Analyze, Forecast and Support • National Weather Service-Dissemination • National Weather Service-Science and Technology Integration • National Weather Service-Systems Acquisition • National Weather Service-Construction • National Environmental Satellite Data and Information Service-Environmental Satellite Observation Systems • National Environmental Satellite Data and Information Service-Data Center and Information Services • National Environmental Satellite Data and Information Service-Systems Acquisition • National Ocean Service-Navigation, Observations, and Positioning • National Ocean Service-Coastal Science and Assessment • National Ocean Service-Ocean and Coastal Management and Services • Oceanic and Atmospheric Research-Climate Research • Oceanic and Atmospheric Research-Weather and Air Chemistry Research • Oceanic and Atmospheric Research-Oceans, Coastal, and Great Lakes Research • Oceanic and Atmospheric Research-Innovative Research and Technology • Office of Marine and Aviation Operations • Program Support-Corporate Services
ESA	• Policy Support
Census	• Longitudinal Employer Household Dynamics (LEHD)

STRATEGIC OBJECTIVE 3.3

Bureau	Program
NOAA	• National Weather Service-Operations and Research • National Weather Service-Systems Acquisition • National Ocean Service-Navigation, Observations, and Positioning • National Ocean Service-Coastal Science and Assessment • National Ocean Service-Ocean and Coastal Management and Services • National Ocean Service-Acquisition • National Ocean Service-Construction • National Marine Fisheries Service-Protected Species Research and Management • National Marine Fisheries Service-Habitat Conservation and Restoration • Oceanic and Atmospheric Research-Ocean, Coastal, and Great Lakes Research • Oceanic and Atmospheric Research-Climate Research • National Environmental Satellite Data and Information Service-Data Center and Information Services • Office of Marine and Aviation Operations
NIST	• Laboratory Programs • Standards Coordination and Special Programs
EDA	• Public Works • Economic Adjustment Assistance • Technical Assistance • Partnership Planning • Research and Evaluation • Trade Adjustment Assistance
ESA	• Policy Support
Census	• Longitudinal Employer Household Dynamics (LEHD)

STRATEGIC OBJECTIVE 3.4

Bureau	Program
NOAA	• National Marine Fisheries Service-Protected Species Research and Management • National Marine Fisheries Service-Fisheries Research and Management • National Marine Fisheries Service-Habitat Conservation and Restoration • National Marine Fisheries Service-Enforcement and Observers • National Marine Fisheries Service-Other Activities Supporting Fisheries • National Marine Fisheries Service-Pacific Coastal Salmon Recovery Fund • Office of Marine and Aviation Operations • National Ocean Service-Ocean and Coastal Management and Services • National Ocean Service-Acquisition • National Ocean Service-Construction • Oceanic and Atmospheric Research-Ocean, Coastal, and Great Lakes Research

STRATEGIC OBJECTIVE 3.5

Bureau	Program
NIST	• Laboratory Programs
ESA	• Policy Support
ITA	• Industry and Analysis
NOAA	• Oceanic and Atmospheric Research-Climate Research • Oceanic and Atmospheric Research-Ocean, Coastal, and Great Lakes Research • National Marine Fisheries Service-Fisheries Research and Management • Program Support-Corporate Services • National Weather Service-Operations and Research • National Environmental Satellite, Data and Information Service-National Environmental Information Office • National Ocean Service-Navigation, Observations and Positioning • National Ocean Service-Ocean and Coastal Management and Services • National Ocean Service-Coastal Science and Assessment

STRATEGIC GOAL 4: DATA

STRATEGIC OBJECTIVE 4.1

Bureau	Program
OS	• Chief Data Officer • All Other Programs
BIS	• All Programs
Census	• All Programs
EDA	• All Programs
ESA	• All Programs
ITA	• All Programs
MBDA	• All Programs
NOAA	• All Programs
NTIA	• All Programs
NIST	• All Programs
NTIS	• All Programs
USPTO	• All Programs

STRATEGIC OBJECTIVE 4.2

Bureau	Program
ESA	• Policy Support • Bureau of Economic Analysis
Census	• Current Surveys and Statistics • Economic Statistics Programs • Demographic Statistics Programs

STRATEGIC OBJECTIVE 4.3

Bureau	Program
ESA	• Policy Support • Bureau of Economic Analysis • Office of the Chief Economist
Census	• Current Surveys and Statistics • Economic Statistics Programs • Demographic Statistics Programs

ITA	• Global Markets • Industry and Analysis • Market Access and Compliance
MBDA	• Minority Business Development
EDA	• Technical Assistance Grants • Partnership Planning Grants • Economic Adjustment Assistance Grants • Public Works Grants

STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE

STRATEGIC OBJECTIVES 5.1 THROUGH 5.4

Bureau	Program
OS	• Executive Direction • Departmental Staff Services • Franchise Fund • Executive Direction (Centralized Services) • Departmental Staff Services (Centralized Services) • Office of the Inspector General
BIS	• All Programs
Census	• All Programs
EDA	• All Programs
ESA	• All Programs
ITA	• All Programs
MBDA	• All Programs
NOAA	• All Programs
NTIA	• All Programs
NIST	• All Programs
NTIS	• All Programs
USPTO	• All Programs

APPENDIX C – EVIDENCE AND EVALUATION

USE OF EVIDENCE AND EVALUATION

The use of evidence and evaluation during the collaborative development of this strategic plan is an important example of the Department's efforts to improve program performance. By applying existing research about what works, generating new knowledge, and using evaluation to formulate goals, objectives, and strategies in this plan, the Department is more likely to achieve its desired performance outcomes. The information below summarizes key evidence used to inform the strategic planning process.

STRATEGIC GOAL 1: TRADE AND INVESTMENT

- *The Role of Exports in the United States Economy.* Economics and Statistics Administration and International Trade Administration, May 2014.
- *The United States of Trade – 50 Stories in 50 States.* Office of the United States Trade Representative, 2015.
- *Supporting Travel and Tourism to Grow Our Economy and Create More Jobs: Report to the President,* U.S. Department of Commerce and Department of Homeland Security, February 2015.
- *National Export Strategy*. Trade Promotion Coordinating Committee, 2012.
- "Regional Liberalization of Trade in Services" *The World Economy*, 2011.
- *A Profile of U.S. Importing and Exporting Companies*, 2010-2011. U.S. Census Bureau, April 2013.
- *National Export Initiative. U.S. and Foreign Commercial Service Should Improve Performance and Resource Allocation Management* (GAO-11-909). U.S. Government Accountability Office, September 2011.
- *Fostering SMEs' Participation in Global Markets: Final Report*. Organization for Economic Co-operation and Development, April 2013.
- *U.S. FDI Competitiveness Report: Revival of the United States as an Economic Powerhouse*. Investment Consulting Associations, October 2011.
- *Survey of U.S. Subsidiaries of Foreign-Owned Firms*. BEA, 2013.
- *Antidumping and Countervailing Duties: Key Challenges to Small and Medium-Sized Enterprises; Pursuit of the Imposition of Trade Remedies* (GAO-08-391). U.S. Government Accountability Office, June 2013.
- *Antidumping and Countervailing Duties: Management Enhancements Needed to Improve Efforts to Detect and Deter Duty Evasions* (GAO-12-551). U.S. Government Accountability Office, May 2012.

STRATEGIC GOAL 2: INNOVATION

- *Report to the President: Accelerating U.S. Advanced Manufacturing.* President's Council of Advisors on Science and Technology (PCAST), October 2014.
- *Visiting Committee on Advanced Technology (VCAT) 2014 Annual Report*. VACT, February 2015.
- *Report to the President on Ensuring American Leadership in Advanced Manufacturing*. President's Council of Advisors on Science and Technology (PCAST), June 2011.
- *National Network for Manufacturing Innovation: A Preliminary Design*. National Science and Technology Council, January 2013.
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STRATEGIC GOAL 3: ENVIRONMENT

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- *A National Strategy for Advancing Climate Modeling*. National Research Council of the National Academies, 2012.
- *National Weather Service Weather-Ready Nation Roadmap*. NOAA, April 2013.
- *Forecast for the Future: Assuring the Capacity of the National Weather Service*. National Academy of Public Administration, May 2013.
- *Economic Impact of Hurricane Sandy Potential Economic Activity Lost and Gained in New Jersey and New York*. ESA, September 2013.
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- *Vision and Model for NOAA and Private Sector Collaboration in a National Climate Services Enterprise*. NOAA Science Advisory Board, October 2011.
- *NOAA'S Observing Systems: Additional Steps Needed to Achieve an Integrated, Cost-Effective Portfolio*. Government Accountability Office (GAO), 2014.
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STRATEGIC GOAL 4: DATA

- *The Value of the American Community Survey: Smart Government, Competitive Businesses, and Informed Citizens.* ESA, May 2015.
- *The Importance of Data Occupations in the U.S. Economy.* ESA, March 2015.
- *Fostering Innovation, Creating Jobs, Driving Better Decisions: The Value of Government Data.* ESA, July 2014.
- *Open Data: Unlocking innovation and performance with liquid information.* McKinsey Global Institute, October 2013.
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- *Big Data: The next frontier for innovation, competition, and productivity*. McKinsey Global Institute, May 2011.
- *Open Data Policy - Managing Information as an Asset*. White House Policy Memo, May, 2013.

STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE

- *Recruitment, Engagement, Diversity, and Inclusion (REDI) Strategy.* U.S. Office of Personnel Management, 2015.
- *Baldrige Criteria for Performance Excellence*. NIST, 2013.
- *Top Management Challenges Facing the Department of Commerce*. Office of the Inspector General, October 2014.
- *The New Federal Performance System: Implementing the GPRA Modernization Act*. Donald Moynihan, 2013.

NEXT STEPS IN BUILDING EVALUATION CAPACITY AND FUTURE EVALUATIONS

The Department is working to strengthen its evaluation capabilities and using evidence to drive improvements in program delivery. As a byproduct of the Department's Performance Excellence Council, a multi-bureau *Impacts Collaborative* was established in 2013 to improve the measurement and evaluation of business assistance impacts. This collaborative forum facilitated the launch of two groundbreaking evaluation pilot projects by ITA and MBDA that will leverage data from the Census Bureau's Center for Economic Studies. In addition to ongoing evaluation efforts, the information below summarizes future planned evaluation activities.

STRATEGIC GOAL 1: TRADE AND INVESTMENT

- Pilot test for using Census Bureau's Center for Economic Studies data to evaluate the impact of Global Markets' business assistance.
- Analysis of foreign direct investment in U.S. and competitor economies using BEA survey results.
- Industry survey and analysis of Export Control Reform impacts.

STRATEGIC GOAL 2: INNOVATION

- Review and evaluation of NIST programs and policies by the Visiting Committee on Advanced Technology.
- Manufacturing Extension Partnership Advisory Board (MEPAB)'s review and guidance from industrial extension customers and providers who have a vision of industrial extension with a national scope.
- Analysis of spectrum reallocation options and Commerce Spectrum Management Advisory Committee (CSMAC) review and advice.

- Review of Cybersecurity Framework engagement with critical infrastructure owners/operators and related federal agencies.
- Analysis of detailed impacts of broadband grants projects to inform future broadband initiatives.
- An analysis of resources and demand drivers for the NTIA Center for Advanced Communications conducted by the National Academy of Sciences.
- Annual technical assessments of the scientific impact of selected NIST laboratories by National Research Council of the National Academies.

STRATEGIC GOAL 3: ENVIRONMENT

- Formal review of the scientific value of NOAA's Data Center's data and information services.
- Satellite architecture review for continuity of environmental observations review of next-generation geostationary and polar satellites.
- Five-year cycle of external peer reviews of NOAA Fisheries' Science Centers' science enterprise.
- Technical quality assessment of NIST Engineering Laboratory, including the Green Buildings Program by the National Research Council of the National Academies.

STRATEGIC GOAL 4: DATA

- ESA program evaluation to assess data capacity and value to customers.

STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE

- Annual Federal Employee Viewpoint Survey.
- Annual Federal Managers Survey on Organizational Performance and Management Issues.

APPENDIX D – PRIORITY GOALS

AGENCY PRIORITY GOALS

The Department has established the following priority goals for fiscal years 2014-2015.

1. By September 30, 2015, the Department of Commerce will increase the percentage of companies assisted by Global Markets that achieve their export objectives to 71percent. (ITA)

2. By September 30, 2015, the Department of Commerce will reduce patent pendency for first action and total pendency from the end of FY 2012 levels of 21.9 and 32.4 months to 15.7 and 26.4 months; as well as reduce the unexamined patent application backlog of 608,300 to 534,900. Additionally, the patent quality composite score will be improved from 72.4 percent to 100 percent of the FY 2015 target. (USPTO)

3. By September 30, 2015, the Department of Commerce will increase the Nation's broadband infrastructure developed through the Broadband Technology Opportunities Program (BTOP) from 78,120 miles at the end of FY 2012 to 110,000 miles. When this goal is achieved, BTOP will connect 24,000 community anchor institutions and will add 650,000 new household and business subscribers to broadband service. (NTIA)

4. By September 30, 2015, the Department of Commerce will improve its overall weather forecast model accuracy to nine days which will enable more accurate, consistent, longer lead time for specific weather event forecasts and warnings. (NOAA)

5. By September 30, 2015, the Department of Commerce will confirm the elimination of overfishing on all 21 U.S. domestic stocks identified as subject to overfishing as of June 30, 2013, by comparing catch data relative to overfishing limits (OFLs). (NOAA)

CROSS-AGENCY PRIORITY GOALS

Per the GPRA Modernization Act requirement to address Cross-Agency Priority Goals in the Agency strategic plan, the Annual Performance Plan, and the Annual Performance Report please refer to *www.Performance.gov* for the Agency's contributions to those goals and progress, where applicable.

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