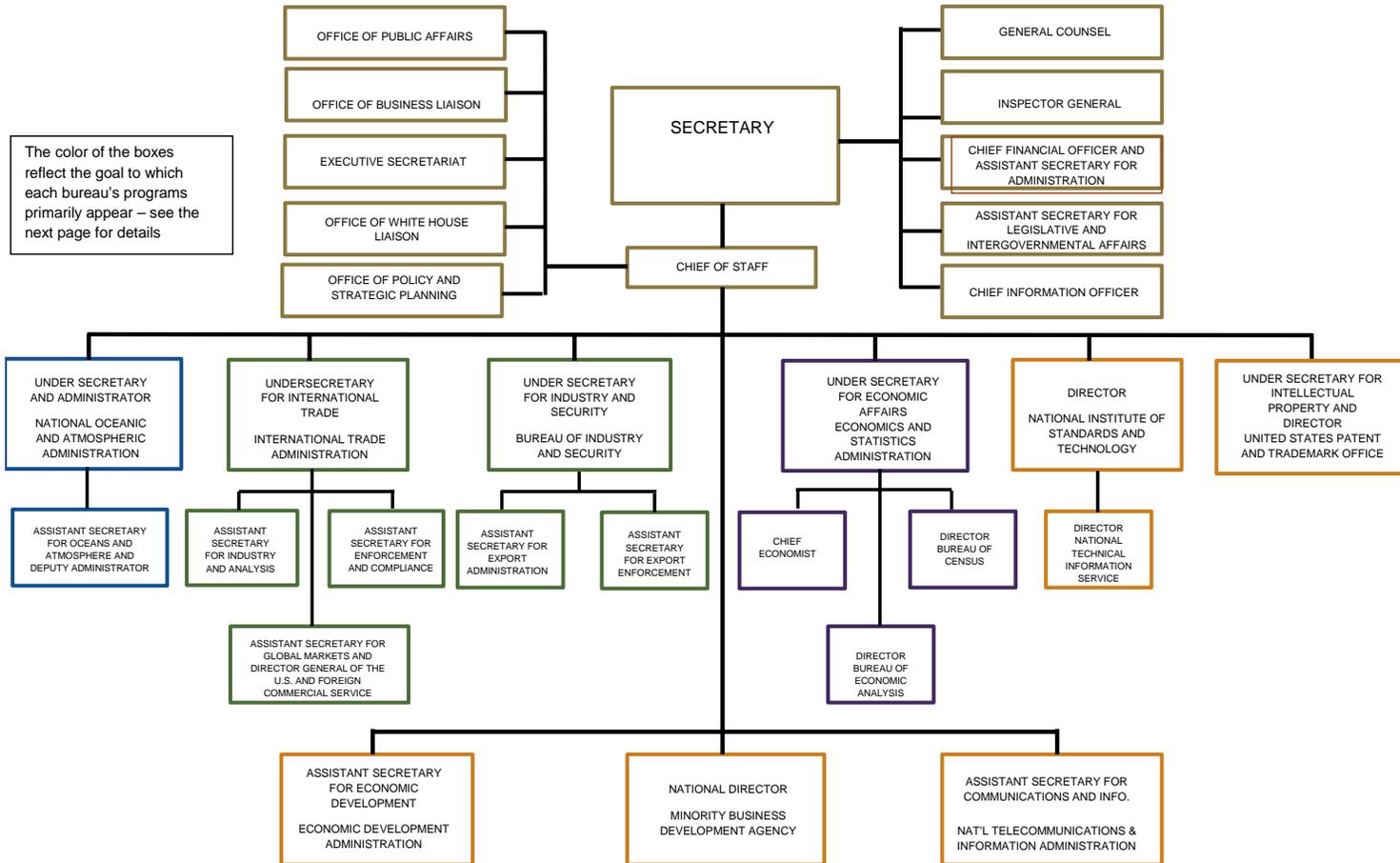# FY 2016 Annual Performance Plan / FY 2014 Annual Performance Report

Department of Commerce

Mission Statement

The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship

Organizational Structure

The color of the boxes reflect the goal to which each bureau's programs primarily appear – see the next page for details

OFFICE OF PUBLIC AFFAIRS

OFFICE OF BUSINESS LIAISON

EXECUTIVE SECRETARIAT

OFFICE OF WHITE HOUSE LIAISON

OFFICE OF POLICY AND STRATEGIC PLANNING

SECRETARY

CHIEF OF STAFF

GENERAL COUNSEL

INSPECTOR GENERAL

CHIEF FINANCIAL OFFICER AND ASSISTANT SECRETARY FOR ADMINISTRATION

ASSISTANT SECRETARY FOR LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS

CHIEF INFORMATION OFFICER

UNDER SECRETARY AND ADMINISTRATOR
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

UNDERSECRETARY FOR INTERNATIONAL TRADE
INTERNATIONAL TRADE ADMINISTRATION

UNDER SECRETARY FOR INDUSTRY AND SECURITY
BUREAU OF INDUSTRY AND SECURITY

UNDER SECRETARY FOR ECONOMIC AFFAIRS
ECONOMICS AND STATISTICS ADMINISTRATION

DIRECTOR
NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY

UNDER SECRETARY FOR INTELLECTUAL PROPERTY AND DIRECTOR
UNITED STATES PATENT AND TRADEMARK OFFICE

ASSISTANT SECRETARY FOR OCEANS AND ATMOSPHERE AND DEPUTY ADMINISTRATOR

ASSISTANT SECRETARY FOR INDUSTRY AND ANALYSIS

ASSISTANT SECRETARY FOR ENFORCEMENT AND COMPLIANCE

ASSISTANT SECRETARY FOR EXPORT ADMINISTRATION

ASSISTANT SECRETARY FOR EXPORT ENFORCEMENT

CHIEF ECONOMIST

DIRECTOR BUREAU OF CENSUS

DIRECTOR NATIONAL TECHNICAL INFORMATION SERVICE

ASSISTANT SECRETARY FOR GLOBAL MARKETS AND DIRECTOR GENERAL OF THE U.S. AND FOREIGN COMMERCIAL SERVICE

DIRECTOR BUREAU OF ECONOMIC ANALYSIS

ASSISTANT SECRETARY FOR ECONOMIC DEVELOPMENT
ECONOMIC DEVELOPMENT ADMINISTRATION

NATIONAL DIRECTOR
MINORITY BUSINESS DEVELOPMENT AGENCY

ASSISTANT SECRETARY FOR COMMUNICATIONS AND INFO.
NAT'L TELECOMMUNICATIONS & INFORMATION ADMINISTRATION

Strategic Goals and Objectives

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 by broadening and deepening the U.S. exporter base	BIS, EDA, ESA, ITA, MBDA,
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 by addressing and resolving foreign unfair trade practices and enforcing international trade agreements.	ITA
Innovation: Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies that lead to higher productivity and competitiveness	
2.1. Grow a more productive, agile, and high-value manufacturing sector through partnerships and collaborations that accelerate technology development and commercialization	NIST
2.2. Increase the capacity of U.S. regional economies to accelerate the production of value-added goods and services by providing services to and investments in businesses and communities	EDA, , MBDA, NIST USPTO
2.3. Strengthen the nation's digital economy by championing policies that will maximize the potential of the Internet, expanding broadband capacity, and enhancing cybersecurity.	NIST, NTIA, USPTO
2.4. Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers	EDA, ESA, NIST,
2.5. Accelerate growth of innovation-intensive economic sectors by building public and private capacity to invent, improve, and commercialize new products and services	EDA, NIST, USPTO,
Environment: Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment	
3.1. Advance the understanding and prediction of changes in the environment through world class science and observations	NIST, NOAA,
3.2. Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation	CENSUS, ESA, NOAA
3.3. Strengthen the resiliency of communities and regions by delivering targeted services to build capacity	EDA, ESA, NIST, NOAA
3.4. Foster healthy and sustainable marine resources, habitats, and ecosystems through improved management and partnerships	NOAA
3.5. Enable U.S. businesses to adapt and prosper by developing environmental and climate-informed solutions	ESA, ITA, , NIST, NOAA,
Data: Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy	
4.1. Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public.	CENSUS, ESA, NIST,NOAA, NTIS
4.2. Improve data-based services, decision-making, and data sharing within the Department and with other parts of the federal government	BIS, CENSUS, ESA, ITA
4.3. Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers	ESA, NOAA
Operational Excellence: Deliver better services, solutions, and outcomes that benefit the American people	
5.1. Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance.	OS, OIG, ALL BUREAUS

Benefits to the American Public

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

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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 2013, 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 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 investment will help the United States in the growing competition for global foreign direct investment which will continue to increase as emerging markets mature. As the lead trade and investment promotion agency in the federal government, the Department's goal is to increase the global fluency of U.S. businesses and make trade and investment a bigger part of the U.S. economy's DNA.

The strength of the U.S. economy continues to depend on competitive manufacturing and services sectors and a vibrant open global marketplace. Growth in key foreign markets will help drive global economic recovery. 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.

As economies around the world grow, 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, or 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. Removing the remaining trade barriers could result in an additional $400 billion to $1.3 trillion annually, or about an additional $4 thousand to $12 thousand per U.S. household.

The Department will deploy its policy and promotional tools to help U.S. firms compete for new 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 on export promotion and industry-economic-country issues to conduct holistic analyses of U.S. trade issues and needs, make recommendations, and take actions.

International Trade Administration

ITA's Global Markets (GM) program benefits U.S. exporters by providing tailored export assistance to U.S. companies and communities to connect U.S. companies to foreign markets, qualified buyers, and partners. GM provides foreign market intelligence, identifies industry-specific opportunities and best market prospects, and helps U.S. companies develop market entry strategies. GM also works to reduce foreign trade barriers. These barriers such as inadequate protections for intellectual property rights, discriminatory regulations and lack of transparency in foreign government procurements cost U.S. exporters billions of dollars each year.

Through SelectUSA, GM increases high-impact inward foreign direct investment into the United States by leading coordinated investment promotion for the United States. GM investment teams work to develop country and industry-specific strategies in 32 economies with substantial potential for investments in the United States. Through SelectUSA's enhanced outreach efforts, GM proactively engages the foreign investment community in identifying the information and services they need to invest in the United States. Finally, GM advocates globally for the United States as a destination for investment, by coordinating actions by top federal officials, , to increase investment by foreign business in the United States. New U.S. jobs and investment result when these business "select USA."

Industry and Analysis (I&A) provides value to the American public through its various activities and programs. The Market Development Cooperator Program (MDCP) is a public/private partnership that provides technical and financial assistance to non-profit organization "cooperators" like trade associations. The MDCP enhances the competitiveness of U.S. industries by reducing the startup costs of new foreign market development projects. I&A is also working on the U.S.-EU Safe Harbor Framework Agreement, critically important to companies on both sides of the Atlantic. This agreement enables these companies to comply with EU data protection requirements while transferring data to the United States, vital to maintaining vibrant trade and commercial relations with the Nation's major trade partner. Another important project is the work for the ITDS (International Trade Data System). ITA, through I&A, is helping to reduce the cost and complexity of exporting by implementing the ITDS single window system (under the Executive Order of February 19, 2014). ITA also assists in implementing the WTO Trade Facilitation Agreement, and implementing the recommendations of the Advisory Committee on Supply Chain Competitiveness (ACSCC).

I&A performs industry specific analysis to increase opportunities for U.S. companies by producing the Top Market Prospects Reports and other reports which deepen the U.S. exporter base. ITA conducts a series of outreach and educational initiatives/activities aimed, principally, at informing small and medium-sized enterprises about the benefits and availability of trade finance programs and tools, essential to increasing U.S. exports and expanding the number of new U.S. exporters. ITA produced the *Trade Finance Guide* (TFG), which has become one of its most popular publications. I&A has distributed approximately 300,000 copies of the TFG, in English and Spanish, to ITA's customers, many through private sector partners. I&A industry teams provide increased opportunities for U.S. exporters through their work on trade agreements and negotiations such as the WTO Information Technology Agreement and Government Agreement on Semiconductors. I&A supports U.S. Industry in protecting and enforcing intellectual property rights in foreign markets through direct counseling, and outreach initiatives.   In addition, the Office of Intellectual Property Rights advances intellectual property protections and enforcements in countries through involvement in several bilateral and multilateral agreements including, TTIP, TPP and the U.S.-China Joint Commission on Commerce and Trade.

Enforcement and Compliance (E&C) helps U.S. manufacturers, exporters, workers, and farmers compete on a level playing field against injuriously dumped and unfairly subsidized imports by administering the U.S. antidumping duty (AD) and countervailing duty (CVD) laws, and develops and executes other programs and policies designed to reduce the prevalence of market distorting foreign government activities that can lead to such unfair trade practices. The unit also assists U.S. exporters and investors subject to foreign government barriers by working to ensure foreign government compliance with international trade agreement obligations. In addition, E&C coordinates the representation of U.S. commercial interests in designated bilateral, multilateral and regional trade and investment negotiations, and oversees formulation and implementation of policies related to a wide range of areas covered by trade agreement disciplines, as well as areas where agreement disciplines are still being created.

Bureau of Industry and Security

BIS protects the U.S. public by advancing U.S. national security, foreign policy, and economic objectives that ensure that America maintains its strategic competitive advantage in critical areas affecting economic and national security. BIS accomplishes its mission by maintaining and strengthening adaptable, efficient, and effective export control and treaty compliance systems. BIS administers and enforces controls on the export of items with chiefly commercial uses that can also be used in conventional arms, weapons of mass destruction, terrorist activities, or human rights abuses; less sensitive military items being transferred from the Department of State under the President's Export Control Reform (ECR) Initiative; and certain crude oil and timber. BIS administers and enforces these controls in coordination with several other U.S. federal agencies. BIS implements these controls primarily through the Export Administration Regulations (EAR). The EAR set forth license requirements and licensing policy for the exports of these items.

BIS processes export license applications for controlled items to be exported or re-exported in accordance with the EAR. Enforcement is an essential aspect of the BIS mission. Enforcement efforts encourage compliance, prevent and deter violations, disrupt illicit activities, and bring violators to justice. BIS achieves these important objectives through a law enforcement program focused on parties engaged in the export of sensitive commodities, software, and technology to end uses, end users, and destinations of concern. Some examples of BIS efforts that directly impact the public include:

- Conducting educational outreach to the exporting community;
- Investigating, indicting, and convicting those who willfully violate the provisions of the EAR;

- Targeting illegal procurement networks supporting terrorist regimes through focused analysis;
- Stopping unauthorized military end-use of U.S.-origin items;
- Bringing back millions of U.S. dollars to the Treasury in the form of fines and forfeitures from criminal and civil violators;
- Denying export privileges for convicted felons;
- Uncovering diversions to unauthorized end-users/uses;
- Screening license applications for end-use and end-user concerns;
- Conducting end-use checks abroad to confirm the *bona fides* of foreign parties to export transactions;
- Confirming compliance with license conditions or the use of license exceptions;
- Leveraging interagency resources to identify unauthorized exports (including deemed exports); and,
- Reviewing Automated Export System (AES) filings to identify potential export control violations.

BIS facilitates compliance with U.S. export controls by keeping U.S. and foreign firms informed of export control regulations through an extensive domestic and foreign outreach program.

Outreach activities educate U.S. businesses on export control requirements and include how to identify suspicious transactions. Identifying suspicious transactions leads to successful preventive and investigative actions. Screening license applications allows BIS, with other agencies, to deny transactions with a high risk of diversion. BIS Special Agents investigate significant proliferation, terrorism, and military end-use/user export control violations, and vigorously pursue criminal and administrative penalties.

End-use checks continue to serve as a valuable safeguard and preventive enforcement tool for verifying the bona fides of foreign end users, ensuring that exported items have been or will be used as authorized, and that license conditions are met. BIS end-use checks have been effective in revealing unauthorized end-uses and end users, including the improper or unauthorized diversion of items subject to BIS jurisdiction. When improper or unauthorized diversion is identified, appropriate measures are taken to deny further exports of licensed materials to violators.

Pursuant to the ECR initiative, BIS is participating in a broad-based, interagency review of the U.S. export control system to reduce complexity and allow the U.S. Government to focus on the most critical national security priorities. ECR will improve U.S. military interoperability with allied countries; strengthen the U.S. industrial base by reducing incentives for foreign manufacturers in allied countries to design out and avoid using U.S.-made content; and allow the U.S. Government to focus resources on the most serious national security and proliferation concerns. The objectives of the reform effort will be met in large part by moving jurisdiction of tens of thousands of less sensitive items from the State Department to the Commerce Department, which has a more flexible regulatory structure.

BIS also works to strengthen the export control systems of other countries, assess the viability of key sectors of the defense industrial base, review the national security impact of foreign acquisitions of U.S. companies, and assure the timely availability of industrial resources to meet national defense and emergency preparedness requirements. Finally, the Department also serves as the lead agency for ensuring U.S. industry compliance with the Chemical Weapons Convention (CWC). Further information on these tasks is available on *http://www.bis.doc.gov/index.php/about-bis/newsroom/publications.*

Economic Development Administration

Through its targeted economic development grant programs, EDA helps communities develop and implement place-based strategies that allow them to better understand and leverage their regional assets and build overall capacity to expand exports and attract foreign direct investment. In particular, EDA provides grant-based investments to help communities across the country foster the conditions necessary to attract business production back to the U.S. or locate facilities within the U.S. rather than other countries.

NTIA advocates globally for foreign regulatory and policy frameworks that promote competition and innovation in the information and communications technology sector and strengthens the ability of U.S. firms to compete effectively for global trade opportunities. NTIA utilizes its policy tools in advance preparation to best position the United States in international forums as a global leader and to strengthen the ability of U.S. firms to compete effectively for global trade opportunities. In addition, NTIA pursues policies promoting international trade in communications products and services, promoting consistent international trade policy, and improving relations with countries with rapidly expanding markets. NTIA has utilized its policy expertise and strategic coordination with other governments to advocate the United States' positions and will continue to participate in and, in several cases, lead the extensive preparatory process for international and intergovernmental meetings.

Innovation: Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies that lead to higher productivity and competitiveness

The U.S. manufacturing sector continues to be a mainstay of U.S. economic productivity, generating $1.9 trillion in gross domestic product (GOP) in 2012 (11.9 percent of total U.S. GOP). 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 exist 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 realized 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.

As overall U.S. R&D efforts have begun to lag that 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 brings together public-private partnerships that can produce cutting edge research. These partnerships with businesses accelerate technology development and commercialization, and strengthens the nation's position in the global competition for new products, new markets, and new jobs. In addition, 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 particularly associated with advanced manufacturing.

American communities must position themselves to compete in the new economy. However, communities with significant economic challenges may not have the knowledge or network 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 and 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.

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 faces urgent policy questions that demand a thoughtful government response such as: 1) How can personal information and intellectual property be protected online? 2) How can the Nation's critical digital infrastructure be defended from cyber-attacks? 3) How can high-speed and affordable Internet access for all Americans be ensured? and, 4) How can these goals be achieved while preserving, here and around the world, the basic nature of the Internet, free from unnecessary regulation?

National Institute of Standards and Technology

NIST has essential responsibility and a central role in answering these questions. It oversees the development of voluntary industry cybersecurity and other online safety standards. And it has a growing role in advanced communications, with the establishment of the Communications Technology Laboratory, which will form part of the joint Center for Advanced Communications (CAC) with the National Telecommunications and Information Administration (NTIA).

A skilled and adaptable workforce is critical to U.S. global competitiveness and sustainable economic growth. An employer aligned, (i.e., demand-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. NIST is an honest broker for business and possesses the convening power, regional economic development expertise, and supply-chain-need analytical capability to highlight and address the workforce demands of growing industries.

In order for innovative products to enter and compete in the marketplace successfully, 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. Policies that accelerate the rate of transfer of technologies from lab to market bolster the return on government investment in R&D. Agreed upon ways to measure the performance and quality of new products against more established technologies provide the foundations of product interoperability and allows them to compete in the international marketplace. By investing in knowledge transfer mechanisms that are critical to growing new companies and facilitating innovation, the Department promotes regional and community capacity to generate and take advantage of new ideas about products and processes.

NIST plays a central role in providing the foundation critical to the growth of high-value, innovative economic sectors. Its measurement science expertise creates the infrastructure necessary to measure the performance and quality of products and services. NIST programs enable innovators to accelerate the movement of new products and technologies to the marketplace.

United States Patent and Trademark Office

In a global economy, the property rights of American inventors must be protected not only in the United States, but internationally as well. The USPTO plays a leadership role in promoting effective domestic and international protection and enforcement of IP rights by advocating U.S. government IP rights policy, working to develop unified standards for international IP rights, providing policy guidance on domestic IP rights issues, and fostering innovation. The USPTO advises the President and Federal agencies on national and international IP rights policy matters and trade-related aspects of IP rights, and conducts technical assistance and capacity-building programs for foreign governments seeking to develop or improve their IP rights regulatory and enforcement mechanisms.

Intellectual property (IP) contributes to a strong global economy by encouraging investment in innovation and fostering entre-preneurial spirit. People worldwide benefit from innovations, both directly on a personal level, and indirectly through economic growth fueled by innovation. Continual development of a vigorous, flexible, and efficient IP system achieves this objective by protecting individual rights, encouraging investment in innovation, and fostering entrepreneurial spirit.

The Department promotes the IP system through the protection of inventions or creations via patent, trademark, trade secret, and copyright laws. Under this system of protection, industry in the United States has flourished, creating employment opportunities for millions of Americans.

Patents provide incentives to invent and invest in new technology by allowing innovators the opportunity to benefit from their discov-eries. Registration of trademarks assists businesses in protecting their investments and safeguards consumers against confusion and deception in the marketplace by providing notice of marks in use. Through dissemination of patent and trademark information, the Department promotes a global understanding of IP protection and facilitates the development and sharing of new technologies worldwide.

National Telecommunications and Information Administration

NTIA develops domestic and international telecommunications and information policy for the Executive Branch under 47 U.S.C. § 902. NTIA also ensures the efficient and effective management and use of Federal radio spectrum and performs state-of-the-art telecommunications research, engineering, and planning. As a result of the American Recovery and Reinvestment Act of 2009, NTIA administers and oversees programs to advance access to and use of broadband in the United States. In addition, NTIA continues to address Presidential Memorandums, "Unleashing the Wireless Broadband Revolution" and "Expanding America's Leadership in Wireless Innovation", and is making progress toward expediting wireless broadband access, either through allocating Federal operations or establishing acceptable sharing arrangements, while protecting the capabilities of Federal systems.

NTIA develops and influences international policies to support fair competition and by negotiating international agreements and treaties that place the United States as a global leader in telecommunications. NTIA also champions policies that will maximize the potential of the Internet, expanding broadband capacity, and enhancing cybersecurity) by serving as the principal adviser to the President on telecommunications and information policy. NTIA's Internet Policy Center (IPC) ensures timely analysis and development of policy recommendations on Internet and information issues that implicate U.S. economic, social, or political interests.

NTIA also manages national spectrum resources, including pursuing spectrum sharing and monitoring to make 500 MHz available for expanded high-speed broadband service, and it performs research in cutting-edge areas of telecommunications technology. Through NTIA's joint effort with NIST, the Center for Advanced Communications (CAC) addresses current and long-term challenges related to spectrum sharing, public safety communications, standards coordination, electromagnetics, and quantum electronics.

Having successfully administered the Recovery Act broadband grant programs, NTIA is expanding broadband access and adoption further by providing expert technical assistance to communities to help them build partnerships that will facilitate broadband deployment and associated economic benefits to even more communities. NTIA supports activities in communities that elevate their broadband preparedness and innovation readiness, resulting in significant strides in improving America's competitiveness through broadband and economic development goals.

The Middle Class Tax Relief and Job Creation Act of 2012 created the First Responder Network Authority (FirstNet), which is charged with building a wireless broadband network for first responders throughout the Nation. Congress established FirstNet as an independent authority within NTIA but directed by a 15-member Board of Directors. FirstNet established its headquarters in Reston, Virginia.

NTIA seeks to protect the Internet as a tool for innovation and economic growth, increase the spectrum available for broadband services and applications, and expand broadband availability and usage so communities can maximize the economic benefits of the Internet. NTIA has used approximately $4 billion to fund grants through the Broadband Technology Opportunities Program (BTOP) to stimulate broadband demand, economic growth, and job creation.

NTIA will build upon these broadband efforts to advance U.S. communities' broadband infrastructure, adoption, and utilization by creating and sharing lessons learned and best practices resulting from the success of BTOP. To maintain the momentum generated by BTOP, NTIA will encourage communities to elevate their broadband preparedness and innovation readiness.

NTIA also advocates for policies across the U.S. Government that promote the Internet and digital economy. NTIA promotes policies that protect consumer privacy, harness the advanced computational capabilities of the Internet, ensure an open Internet, and empower communities to explore creative means to advance

broadband adoption and availability. NTIA advises the President on policies that protect consumer privacy and civil liberties, while enhancing trust and the security and stability of communications infrastructure.

Economic Development Administration

Guided by the premise that economic development is most successful when regions are empowered to make and implement their own development and revitalization strategies, EDA works directly with local economic development officials through a *bottom-up* approach that both supports and relies upon a well-established network of local and regional economic development professionals, including Economic Development Districts (EDDs); University Centers (UCs); local, regional, and state development offices; Indian Tribes, and national development organizations.

Through its Economic Development Assistance Programs (EDAP), EDA has a diverse portfolio of resources that can help communities capitalize on their full economic potential and catalyze innovative, *locally-developed* projects. This permits communities to advance the economic development strategies of the region - whether by addressing an immediate critical infrastructure need, assisting with the development of a regional strategic plan, or helping a community connect critical innovation hubs to expand a regional industry into the worldwide marketplace. In short, together EDA's programs offer a synergistic, balanced portfolio of tools that are designed to help rural and urban communities evolve through the economic development process to become robust regional engines for business creation and job growth.

EDA's model for awarding grants that build on and advance strong regional economic development strategies makes it an unique asset for communities across the nation: unlike most government programs that provide formulaic assistance to states and communities based on given thresholds, EDA provides assistance directly to distressed communities based on the merit of their proposals and their capacity to achieve the proposed objectives. This direct relationship enables EDA to make strategic investments in partnership with local entities that maximize regional opportunities as they arise to drive regional economic development objectives, support job creation, and enhance regional prosperity. This collaborative approach results in grant investments that are well-defined, timely, and linked to a long-term sustainable economic development strategy. Linking EDA's investments to a region's strategic economic development plan enables the Agency to more efficiently and effectively support its desired outcomes.

Increased international competition and rapid technological change have diminished the economic capacity of communities and regions. To help restore this capacity, EDA provides economic development planning, technical assistance, and infrastructure construction grants to help create "economic ecosystems." These ecosystems provide the critical mass of aligned resources needed for the private sector to leverage regional and community assets to grow advanced capabilities and create jobs. As part of this effort, EDA continues to play a leadership role in the implementation of the Investment in Manufacturing Communities Partnership (IMCP), an interagency initiative, focused on helping communities cultivate ecosystems that develop and coordinate an array of public goods, including: specialized workforce training, research institutions, transportation and energy networks -- fostering conditions for manufacturing companies to grow, expand local supply chains, and create good jobs.

Minority Business Development Agency

MBDA is the only federal agency tasked to create new jobs by expanding the U.S. economy though the nation's 5.8 million minority-owned and operated businesses. The Agency fully supports Department of Commerce efforts to ensure the full participation of minority-owned businesses in the United States and global marketplaces. MBDA works to remove barriers to entry and open doors to economic opportunity. Likewise, the MBDA Strategic Growth Initiative has made progress providing performance dividends for minority businesses. Many high growth minority firms have successfully competed for larger prime contracts and financial awards, and have had a significant economic impact within the minority community and overall economy. MBDA successfully provides minority business development services to minority business enterprises through a network that includes MBDA staff and its funded centers. The MBDA staff and its network of funded centers provide management and technical assistance and offer business services to grow and expand minority owned and operated firms. These efforts build capacity by creating new jobs and retaining existing jobs..

Environment: Ensure communities and businesses have the necessary information, products, and services to 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 become more complex, it becomes even 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. 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 to ensure that communities and businesses have the tools and information they need to address these challenges. The strategies and initiatives 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.

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

The Department has a tremendous diversity of world-leading capabilities supporting the research, development, and observations required for state-of-the-art models and applications critical to national well-being. NOAA's five-year R&D plan will advance innovative research that pushes the boundaries of scientific understanding, integrates information across scientific disciplines, and transitions new information and technology into improved products and services. NOAA will strive to modernize observation systems of satellites and ships while maintaining core observation system infrastructure. Also, NIST is working to develop 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 education that will build the Department's future workforce and increase public understanding of critical STEM issues.

National Oceanic and Atmospheric Administration

NOAA provides environmental intelligence to advance the ability to understand and anticipate changes in the Earth's environment, improve society's ability to make scientifically informed decisions, deliver services vital to the economy and public safety, and conserve and manage ocean and coastal ecosystems and resources. NOAA's mission is best described as a triad of science, service, and stewardship. NOAA operates from the surface of the sun to the bottom of the ocean. NOAA's science, services, and stewardship missions require a synthesis of space, ground, and ocean-based observations from among others satellites, ships, aircraft, buoys, weather stations, and radiosondes.   This synthesis, coupled with sound scientific understanding of Earth systems and processes and advance modeling capabilities, is essential to NOAA's ability to provide critical environmental intelligence to keep the Nation informed of the changing environment.

NOAA provides weather, water, and climate forecasts and warnings for the United States, its territories, adjacent waters, and ocean areas for the protection of life and property and the enhancement of the national economy 24 hours every day. NOAA provides environmental intelligence that decision-makers depend upon to guide decisions they must make every day. To meet that end NOAA must understand and predict changes in the climate, weather, oceans, and coasts. When it comes to severe weather preparedness, calculated near-term investments build capacity for savings – of life, property, and habitat – in the future. In the ten years from 2004 to 2013 the U.S. sustained 80 weather/climate disasters where overall damages/costs reached or exceeded $1 billion.[1] These included Hurricane Katrina, Hurricane Rita, Hurricane Sandy, wide spread tornado outbreaks, the most extensive drought since the 1930's in 2012 and 2013, and wildfires[2] that burned over 72 million acres collectively. In accordance with its strategic vision, NOAA launched its Weather-Ready Nation initiative to build community resilience in the face of increasing

vulnerability to extreme weather and water events. The initiative will be enacted through improvements to demand-driven support services, innovative technology, and specialized training of NOAA's workforce.

NOAA protects and preserves the nation's living marine resources through scientific research, fisheries management, enforcement and habitat conservation. Commercial and recreational fishing industries depend on healthy and abundant fish stocks. NOAA must work to conserve and manage coastal and marine ecosystems and resources. In 2012, the U.S. seafood industry supported approximately 1.3 million full- and part-time jobs and generated $141 billion in sales impacts, $39 billion in income impacts, and $59 billion in value added impacts.[1] NOAA will sustain efforts to rebuild American fisheries and maintain them at sustainable levels to optimize fishing opportunities, jobs and environmental benefits. By investing in the management of vital marine resources now, NOAA works to ensure these resources will contribute to thriving communities and their economies now and in the future.

NOAA provides products, services and information that support coastal communities, promote safe navigation, sustain marine ecosystems, and mitigate coastal hazards. NOAA delivers nautical charts, real time tides and currents information, accurate positioning infrastructure, and emergency response support to benefit safe, efficient, and secure transportation on U.S. waterways. America's seaports support the employment of 13.3 million U.S. workers.[2] Coastal shoreline counties contributed $6.6 trillion to the Gross Domestic Product (GDP) in 2011, which is just under half of the U.S. GDP[3] and a total of 51 million jobs in 2011.[4] NOAA partners with states to implement a range of programs that help keep America's coasts healthy and resilient. As such, NOAA's vision for the future centers on resilience- resilient ecosystems, resilient communities and resilient economies.

NOAA's world-class science underpins NOAA's ability to provide accurate weather forecasts, to protect and manage the nation's coastal and ocean resources, and to enable society to plan for and respond to climate change. Research at NOAA is conducted in Federal laboratories and science centers, through partnerships with the university community, and through competitively awarded grants to both external and internal partners. NOAA's research provides solid science and policy-relevant findings to leaders in government and industry worldwide on topics such as ocean exploration, climate, and ecosystem protection.

Economic Development Administration

It is becoming increasingly apparent that regional economic prosperity is linked to an area's ability to withstand, prevent, or quickly recover from major disruptions (i.e., 'shocks') to its underlying economic base. The ability to anticipate risk, limit impact and 'bounce back' in the face of difficult challenges is often a key differentiator in determining the long-term economic viability of a particular location. EDA provides grants to communities and regions to develop and implement place-based strategies that allow them to better understand and leverage their regional assets to build their overall capacity for economic resiliency.

National Institute of Standards and Technology

NIST supports the research, development, and observations required for state-of-the-art models and applications critical to national well-being. Also, NIST is working to develop reliable, internationally-accepted measurement standards and methodologies that are the basis for future-generation measurement and monitoring capabilities. NIST will continue to work closely with its scientific partners to advance R&D to support the lives and livelihoods of the Nation's citizens.

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[1] Fisheries Economics of the United States, 2012.
[2] John Martin, Ph.D., "The Local and Regional Economic Impacts of the U.S. Deepwater Port System, 2007", prepared for the American Association of Port Authorities, June 2008, p. 5.
[3] Bureau of Economic Analysis. 2012. Gross Domestic Product (GDP) for the U.S. Territories. http://www.bea.gov/national/gdp_territory.htm.
[4] Bureau of Labor Statistics. 2012. 2010 Census of Employment and Wages. Available from: http://www.bls.gov/cew/

Commerce Department data plays key roles in the 21st century information-driven economy. Every day the Department's data benefits a wide-ranging customer base—businesses, governments, and the public at large.

America's 30 million businesses depend on the Department's data to spark innovation, advance scientific discovery, satisfy their customers' demands, and create jobs. State, local and tribal governments—and there are more than 90,000 of them—mine the Department's data to warn of coming danger, position first-responders, construct high-tech classrooms, and make critical decisions on fiscal and monetary policy. Across the Nation, nearly 320 million Americans look to the Department's data to understand their families of yesterday, their communities of today, and what future generations might look like.

The world is at the forefront of a data revolution. The explosion of Big Data—both in the government and the private sectors—presents enormous opportunities and challenges. Businesses, citizens, and governments will use this data to expand their knowledge and make better-informed decisions. To support these changes and maximize opportunities, the Department must transform its aging systems into 21st century data powerhouses. The key outcomes targeted for this transformation are for the Department to provide more valuable data by anticipating customer's needs; deliver data in more usable timely and accessible ways; better utilize and share data to make businesses and governments more responsive, cost-effective, and efficient; and collaborate with the private sector to develop new data products and services.

The Department produces and uses large and growing amounts of data, including data on the economy, the Nation's population, and the 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. To meet these needs, Commerce data must be accessible, useable, reliable, and comprehensive.

Simply continuing to produce quality data is not enough. In order to realize the potential value of the data Commerce produces, barriers to accessing and using the data must be minimized. Barriers that reduce the data's value include an absence of common formats and standards, capacity constraints limiting the amount of data that can be released, suboptimal organization across various websites making finding the data difficult, and a lack of customer awareness about what Commerce provides.

Bureau of the Census

In many ways, the United States is a statistics-driven society. The Nation depends on statistics provided by the Census Bureau to determine business decisions, plan for geographic and economic (both national and international) expansion, provide funds to needy organizations, and determine political expansion and contraction. Accurate business information regarding the demographics of the Nation, including measures of the population, economy, and governments assists entrepreneurs in identifying market opportunities that can generate jobs. Population estimates serve as a starting point for allocating federal, state, and local funds to various groups within society.

Current and benchmark measures of the U.S. population, economy, and governments play a vital role in the Nation's economic well-being. The Census Bureau uses the decennial census to provide the official population counts for determining the allocation to states of seats in the U.S. House of Representatives, and determining how the districts are defined for those seats. The Census Bureau provides to each state the data necessary to determine Congressional, state, and local legislative boundaries. The decennial census provides comprehensive and useful demographic information about all people living in the United States, Puerto Rico, and the associated Island Areas. The program also provides data for small geographic areas and population groups that federal agencies need to implement legally mandated programs. Approximately $400 billion a year is distributed to state and local governments using formulas that are based on data such as state population and personal income.

The Economic Census provides comprehensive, detailed, and authoritative facts about the structure of the U.S. economy ranging from the national to the local level. The Economic Census covers nearly 29 million business locations and 84 percent of the Nation's economic activity. The Census of Governments is the only source of

comprehensive and uniformly classified data on the economic activities of state and local governments. The Census of Governments covers about 90,000 local governments, 12 percent of the gross domestic product (GDP) and nearly 14 percent of the U.S. workforce. The Demographic Surveys Sample Redesign (DSSR) program designs and selects samples for the major national household surveys. The Intercensal Demographic Estimates program provides updated estimates of the U.S. population for the country, states, counties, cities, and townships.

Bureau of Economic Analysis

BEA's national, industry, regional, and international economic accounts present valuable information on key issues such as U.S. economic growth, regional economic development, inter-industry relationships, and the Nation's position in the world economy. Some of the widely used statistical measures produced by BEA include gross domestic product (GDP), personal income and outlays, corporate profits, GDP by state and by metropolitan area, balance of payments, and GDP by industry. These statistics are used by Federal, state, and local governments for budget development and projections; by the Federal Reserve for monetary policy; by the business sector for planning and investment; and by the American public to follow and understand the performance of the Nation's economy.

National Technical Information Service

The National Technical Information Service (NTIS) brings scientific and technical information to U.S. business and industry. NTIS promotes innovation and economic growth for U.S. business by (1) collecting and cataloging scientific and technical information from a variety of sources, foreign and domestic; (2) disseminating this information to the public; and (3) providing information management services to other federal agencies that help them interact with and better serve the information needs of their own constituents, and to accomplish this without appropriated funds.

NTIS provides the American public with permanent and ready access to scientific, technical, and business research through the acquisition, organization, and preservation of data added to its permanent collection. NTIS collects, classifies, coordinates, integrates, records, and catalogs scientific and technical information from whatever sources, foreign and domestic, that may stimulate innovation and discovery and then disseminates that information to the public. In an effort to provide the American public with increased access to the vast collection of government information, NTIS utilizes advanced e-commerce channels, including providing downloads of any item in its collection that is in electronic format for a single low fee or at no charge if under five pages. NTIS also helps other Federal agencies interact with and better serve the information needs of their own constituents by providing information management services.

Operational Excellence: Deliver better services, solutions, and outcomes that benefit the American people

One of the biggest challenges currently facing the Department is how to be responsive and nimble, constantly adapting to the fast-changing needs of the U.S. private sector in the 21st century. In this highly competitive environment, achieving operational excellence is essential for the Department to achieve mission-focused objectives and maximize value to its customers. The factors that determine operational excellence include people, processes, technology, and management, each of which involves its own unique set of opportunities and challenges. However, launching multiple improvement initiatives across a broad scope of areas will create activity but not necessarily progress. Thus, the underpinning of the Department's operational excellence goal is focus. The intent is to generate rapid impact as well as longer term transformation through a focused set of actions that yields significant and measurable progress across the Department.

Departmental Management

DM develops and implements policy affecting U.S. and international activities as well as internal goals and operations of the Department. DM serves as the primary liaison with the executive branch and Congressional and private sector groups, and acts as the management and administrative control point for the Department.

DM's Operations and Administration develops and implements Departmental policies and coordinates Bureau program activities to accomplish the Department's mission and implements the Department's internal policies, procedures, and other administrative guidelines. DM is located in the Herbert Clark Hoover Building in Washington, D.C. with approximately 800 employees and all DM staff in either Washington or in outlying offices in the Washington suburbs.

The Department identified BusinessUSA as one of its key activities that support the Presidential Management Agenda Priority for Customer Service. BusinessUSA is recognized as a cost efficient, citizen-centric service model. It connects and refers businesses to entrepreneurial assistance programs and services provided by all Federal agencies, state, local, and other entities that are able to address their specialized business needs. It cuts through government bureaucracy by allowing online users and callers to navigate among all Federal business resources from one central location. It is simple to use and reduces users' time and frustration to find one or more business resources that can make an impact to their growth and development. BusinessUSA uses technology to keep pace with public expectation regarding fast, reliable, easy to find information that directs them to the best available resource offered by the Federal government. It is capable of delivering: quick development and deployment (frequently meeting 30-60 day release cycles) of online tools, features and services. Its technology minimizes the need for duplication of content development through the use of Application Programming Interfaces (APIs). It also recycles and reuses existing code when developing functionality. BusinessUSA shares its code for other Federal agencies, state and local governments to use at their discretion.

The Office of the Inspector General

OIG keeps Departmental decision makers and Congressional stakeholders informed of longstanding, as well as emerging, problems identified through its audits and investigations so timely corrective action can be taken. In addition to areas identified in its *Top Management Challenges* report, the OIG performs audits required by law (such as the Federal Information Security Management Act of 2002 (FISMA)); of interest to Congress or the Secretary; and/or based on significant issues uncovered during a previous review, or when a program or office is determined to be higher risk. OIG criminal, civil, and administrative investigations continue to disclose instances of misconduct by employees, contractors, and grantees that threaten the integrity of the Department's programs and operations.

FY 2014 Accomplishments

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

International Trade Administration

In FY 2014, Global Markets (GM) began its first year of consolidated operations, successfully integrating export promotion, trade policy and commercial diplomacy, and inward investment functions into one organization.

In FY 2014, GM was successful in assisting U.S. companies with their exporting needs. These needs include providing market intelligence, developing export/market entry strategies, identifying foreign partners/buyers, and advising on export mechanics such as compliance with regulations and standards. GM exceeded the first year target of the Agency Priority Goal of helping clients achieve their export objectives. In addition, 83 percent of clients said they are highly likely to recommend GM assistance

GM exceeded its target for Commercial Diplomacy Successes by 52 percent. These successes include helping U.S. businesses and industries reduce, eliminate or prevent foreign government-imposed trade barriers such as inadequate protections for intellectual property rights, discriminatory regulations and lack of transparency in foreign government procurements, all of which contribute to U.S. businesses being more competitive and increasing sales abroad.   In addition, GM leads and supports formal government dialogues on trade barriers. This year positive progress was made at the U.S.-China Joint Commission on Commerce and Trade, and

GM actively represented U.S. business interests in on-going negotiations for the Transatlantic Trade and Investment Partnership (T-TIP) and the Trans Pacific Partnership (TPP). In addition, GM had a record year helping U.S. companies win foreign government procurements. Its coordination of U.S. government-wide Advocacy efforts on behalf of U.S. companies resulted in 90 contracts awarded to U.S. companies, which included nearly $80 billion in U.S. export content.

GM also expanded its ability to serve U.S. businesses overseas and support the President's Trade Africa, Power Africa, and Asia Rebalance initiatives. GM opened new offices in markets in Africa and Asia (including Wuhan, China), Angola, Ethiopia, Mozambique, Tanzania, and Burma. This expansion puts Commercial Service officers into some of the world's most rapidly developing economies to help find partners and navigate the regulatory hurdles for U.S. companies.

Lastly, GM's SelectUSA program successfully procured a comprehensive, accurate, and updated web-based database of all business incentives offered by U.S. states. The State Business Incentives Database will assist SelectUSA clients, including international firms, considering locating in the United States and will directly encourage, facilitate and accelerate business investment in the United States. Access to such intelligence is necessary to adequately fulfill SelectUSA's role and mission as a Government-wide initiative to promote direct investment   the U.S. economy.

At $977 million dollars, exports generated by Industry and Analysis (I&A) Market Development Cooperator Program projects exceeded the $389 million target for FY 2014. Two projects focusing on travel and tourism exports contributed to the success of the program. First, the top export-generating project by the National Tour Association reported $527 million dollars in exports generated. Second, long-running efforts by the U.S. Travel Association (USTA) and ITA in brokering large meetings, incentives, conventions, and exhibitions contracts resulted in $398 million dollars of travel and tourism exports to Nordic and Baltic countries. In FY 2014, I&A's Office of Manufacturing has participated in trade negotiations including the Information Technology Agreement, Transatlantic Trade and Investment Partnership and Trans-Pacific Partnership with the goal of increasing U.S. exports. The Office of Manufacturing has worked with its Market Development Cooperator partners to organize events to promote the export of U.S. products, and has supported the U.S. aerospace industry at the Paris Air Show.

In FY 2014, Enforcement and Compliance (E&C) conducted 64 Antidumping and Countervailing (AD/CVD) investigations covering a number of diverse products ranging from Chinese solar cells to Mexican sugar, and oil country tubular goods from seven countries. In FY 2014, E&C initiated 52 AD and CVD investigations based on petitions from U.S. industries, impacting trade valued at an estimated $8.2 billion (based on 2013 import values). This is the largest number of new investigations initiated in one fiscal year over a ten year period. Despite limited staff resources, in FY 2014, E&C completed 387 determinations compared to an annual average of 335 determinations over each of the prior three fiscal years. Even with this unprecedented workload, E&C lowered its ministerial error rate for the second consecutive year.

In FY 2014, E&C led Commerce's efforts to ensure that the U.S. foreign trading partners comply with the obligations in the Nation's multilateral, bilateral, and regional trade agreements. The ITA Trade Agreements Compliance Program, led by E&C, initiated 56 investigations into trade agreement non-compliance by 20 foreign governments, with 20 (36 percent) of those investigations undertaken on behalf of small and medium enterprises. E&C closed 25 investigations successfully, resulting in the reduction or removal of foreign government-imposed trade barriers in 16 countries on behalf of a range of industries. E&C also helped maintain important export markets by advocating for U.S. companies facing 46 trade remedy (antidumping, countervailing duty, and safeguard) actions conducted by 18 countries in FY 2014. Among other things, this assistance helped ensure that U.S. exporters of solar products to India were not subject to antidumping duties and thus could compete on a level playing field for India's $100 million solar export market.

E&C conducted 15 outreach events to improve awareness of E&C's services to help ensure a level playing field for U.S. exporters. In addition, E&C led capacity-building efforts to improve and promote foreign government trade agreement compliance, such as leading the U.S.-Brazil Regulatory Coherence talks in August, and conducting technical exchanges with Brazil and Turkey on trade remedies in July and September respectively. E&C also supported trade agreement compliance efforts through its participation in 20 WTO Committee meetings.

E&C's role in trade negotiations is to advocate for strong, enforceable disciplines. During FY 2014, E&C served as ITA lead for certain chapters during five rounds of Transatlantic Trade and Investment Partnership (T-TIP) trade agreement negotiations, during the end-game of the Trans-Pacific Partnership (TPP) negotiations, and for the U.S.-China Bilateral Investment Treaty negotiations. E&C also worked with USTR and other U.S. government agencies to secure implementation of the WTO

Trade Facilitation Agreement and to conclude the accession of New Zealand and Montenegro to the WTO Agreement on Government Procurement, both of which will improve U.S. industry's access to and rights within foreign markets.

In May 2014, E&C and USTR collaboration resulted in a WTO dispute settlement finding upholding key U.S. complaints in a challenge of China's AD and CVD measures imposed on U.S. exports of automobiles, a market worth over $6 billion. Similar enforcement efforts contributed to the termination of 25 foreign trade remedy measures in FY 2014, affecting more than $6.7 billion in U.S. exports.

Bureau of Industry and Security

Since the initial implementation of Export Control Reform (ECR), BIS and the Department of State have published, in final form, fifteen of the twenty-one U.S. Munitions List (USML) categories and applicable corresponding Commerce Control List (CCL) controls, which include more tailored controls for commercial satellites and less-sensitive military items. During the fiscal year, BIS processed 7,100 license applications, with an average processing time of 15 days, for less-sensitive military items that moved from the USML to the CCL. BIS continued to educate the public on changes made under ECR by conducting over 125 ECR outreach activities that reached over 11,700 participants. BIS also continued to utilize web-based decision tools to assist exporters. Since BIS posted decision tools on order of review and classifying items subject to the EAR, the decision tools have received over 48,000 hits on the BIS website. In addition to outreach with the public, BIS continued to support U.S. Customs and Border Protection (CBP) and other law enforcement agents around the United States with updated training materials.

In FY 2014, BIS continued a strong commitment to national security by ensuring a credible deterrence to EAR violations. BIS enforces the EAR utilizing more than 100 Special Agents located in eight Field Offices throughout the United States. Their singular focus on the EAR led to over $137 million in criminal fines and nearly $60.5 million in administrative penalties. In addition, BIS completed four Antiboycott cases with administrative fines of over $79,000. BIS Special Agents effected the highest number of seizures made over the past five years, almost double the number made in FY 2013; and brought administrative charges against more persons in FY 2014 than in the past five years. In terms of "Return of Investment," BIS brought back (in fines alone) almost double its total budget.

In FY 2014, BIS oversaw completion of 1,044 end-use checks (EUCs) in 51 countries, of which 62% were conducted by its Export Control Officer (ECO) program and Foreign Commercial Service officers (6%), while the remainder were accomplished by Sentinel Program (32%) visits conducted by BIS Special Agents traveling internationally to conduct EUCs. Of the checks conducted, 14% of outcomes were unfavorable. Fifty-nine enforcement leads identified from unfavorable EUCs resulted in 21 outreaches, three open cases, and one warning letter. Finally, BIS published the final rule revising the Unverified List (UVL), defining the BIS authorization necessary to trade with entities whose bona fides could not be established during an EUC, and added 29 entities to the UVL. The ECOs conducted 147 outreaches to foreign governments and industry on the EAR, compliance, enforcement, and the ECR. OEA intelligence, export, and licensing screening generated 305 enforcement leads, which resulted in 112 enforcement outreaches, 20 enforcement cases, 16 detentions, and 6 warning letters. OEA initiated 84 Entity List nominations, which involved efforts to stem WMD, military modernization, and improvised explosive device proliferation efforts. OEA also provided case support to 53 OEE field office investigations.

BIS's Export Administration analyzed 24,972 export license applications valued at over $823 billion during FY 2014. In addition, 5,577 commodity classifications were completed. Export Administration was instrumental in enforcement actions taken by BIS, FBI and Homeland Security by completing over 2,252 requests for license determinations.

During the fiscal year, the President signed an Executive Order on "21st Century Trade Facilitation" to establish policy principles and an implementation plan for the development of the International Trade Data System (ITDS) by December 2016, and establish an interagency structure responsible for developing policies and processes to enhance interagency coordination related to certain border management functions in order to improve supply chain processes and identification of illicit shipments. BIS, as a Phase I agency required to have initial capability by April 30, 2014 has successfully completed its full integration into ITDS. BIS's license application is fully automated through its Simplified Network Application Program, and BIS sends nightly information from the license applications to U.S. Customs and Border Protection (CBP) upon a determination being made on the license. CBP makes the license application information available to authorized enforcement officers to ensure that the export filings from exporters are consistent with the BIS license, and the license information is used to validate the export shipment filing of

the licensed shipment. BIS has authorized access to the Automated Export System information through a "single window" to identify violations of the Export Administration Act, and other U.S. laws and regulations; evaluate the effectiveness of export controls, and improve outreach and compliance with the Export Administration Regulations.

BIS enabled the U.S. Government to expeditiously aid the international effort to verify and destroy Syria's chemical weapons program. BIS rapidly identified and classified items on a list of critically needed U.S.-origin items provided by the United Nations/Organization for the Prevention of Chemical Weapons (OPCW) Joint Mission in Syria, including chemical detectors, protective gear, nerve agent antidotes and hazardous material container. Taking into consideration the diverse equities of several U.S. Government agencies, BIS crafted license conditions acceptable to all agencies and issued licenses which allowed the Joint Mission to perform its functions in a safe and expeditious manner. On behalf of the interagency, BIS drafted the bilateral agreements between the United States and OPCW Technical Secretariat that were necessary to ensure the Department of Commerce could facilitate the on-site OPCW verification requirements contained in Decisions adopted by the OPCW policy-making organs in accordance with U.S. laws and regulations. The agreements were drafted in coordination with the affected private entities and were successfully negotiated with the OPCW Technical Secretariat. BIS subsequently assisted the port and destruction company during three OPCW on-site inspections in 2014.

National Telecommunications and Information Administration

In April 2014, NTIA participated in a global multi-stakeholder conference on the future of Internet Governance, Netmundial. The successful Netmundial conference hosted by Brazil brought together a wide range of stakeholders including technical experts, civil society groups, industry representatives, and government officials, all on an equal footing with each other. At this meeting, not only did participants agree that Internet governance should be built on democratic multistakeholder processes, the entire meeting was a demonstration of the open, participative, and consensus-driven governance that has allowed the Internet to develop as an unparalleled engine of economic growth and innovation.

During FY 2014, NTIA participated in the U.S. preparatory process for the International Telecommunication Union (ITU) 2014 Plenipotentiary Conference (PP-14). The Plenipotentiary Conference is the top policy-making body of the ITU and establishes the strategic direction the ITU for the time period 2015-2019. NTIA led several of the U.S. delegation working groups, in particular the Internet Working Group (IWG).

NTIA along with the State Department and FCC has been preparing U.S. proposals to World Radiocommunication Conference 2015 (WRC-15). The 2015 conference will consider spectrum requirements for uses ranging from mobile service allocations for broadband applications to controlling unmanned aircraft from space.

Innovation: Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies that lead to higher productivity and competitiveness

Economic Development Administration

In FY 2014, EDA invested approximately $250 million in more than 600 locally-driven economic development projects in communities across the country. These strategic investments helped to drive the growth of the nation's manufacturing sector, spur innovation, and stimulate exports to create new jobs. EDA achieved success in three main areas during FY 2014: promoting innovation, supporting manufacturing, and harnessing data to assist with economic development.

EDA made significant strides in promoting the innovation platform of the Commerce Strategic Plan last fiscal year. In May, Secretary Pritzker announced the appointment of a new director of EDA's Office of Innovation and Entrepreneurship (OIE). OIE is charged with fostering a more innovative U.S. economy focused on turning new ideas and inventions into products and technologies that spur job growth and competitiveness while promoting economic development. In June, OIE

announced it was accepting applications for the 2014-2016 National Council on Innovation and Entrepreneurship (NACIE), which will advise Secretary Pritzker on issues related to innovation, entrepreneurship, and industry-led skills training. In August, OIE launched a Regional Innovation Strategies program, a $15 million grant competition designed to spur innovation capacity-building activities in regions across the nation. Under this program, EDA solicited applications for three separate funding opportunities, including: the i6 Challenge, Science and Research Park Development grants, and cluster grants to support the development of Seed Capital Funds. The program garnered 254 applicants requesting more than $100 million in support. The grants will be awarded in early 2015.

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

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

Minority Business Development Agency

In FY 2014, MBDA helped create 11,968 jobs, the highest level ever recorded by the Agency. This was achieved by helping MBDA clients obtain over $5.9 billion in contracts and capital awards.

Progress on strategic objectives is tracked through a networked real time database for business development whereby financing and contracts for goods and services are tracked on a transaction by transaction basis and independently verified by an MBDA business development specialist. Indicators for Innovation and Trade Investment Progress are illustrated below.

Exports were a focus area for MBDA as early as FY 2009. As a result, MBDA's resources have been aligned and managed to impact minority business export performance. On the other hand, Advanced Manufacturing as part of the departmental Innovation Strategy is a new direction for the Agency. Steady state performance goals will likely not be reached until the MBDA business center network has the opportunity to engineer business deals and relationships with businesses and business leaders in the advanced manufacturing sector.

National Institute of Standards and Technology

As part of the AMTech program, NIST in May 2014 awarded 19 advanced manufacturing technology planning awards totaling $9 million to new or existing industry-driven consortia. These grants will help the consortia develop research plans that address high-priority challenges impeding the growth of advanced manufacturing in the United States. Technology roadmapping is a key component of the projects. Each consortium will engage manufacturers of all sizes, university researchers, trade associations and other stakeholders in an interactive process to identify and prioritize research projects that reduce shared barriers to the growth of advanced manufacturing. In July 2014 NIST announced a new competition for a second round of planning grants totaling $5.6 million in two year grants, the funding opportunity closed in October 2014 and NIST is now reviewing the proposals.

MEP funded five Manufacturing Technology Acceleration Center (MTAC) pilot projects in 2014 to accelerate technology adoption across US supply chains. In addition, MEP Centers are implementing a Center-developed supply chain optimization set of tools and materials focused on establishing a coaching and mentoring partnership between the MEP Center's subject matter experts and participating manufacturers to address barriers to effective supply chains. MEP centers help to improve supply chain performance by quantifying the needs of the supply chain and focusing on the points in the process that are impeding throughput. Total cost of ownership is one element on which the centers provide guidance, along with executive and partner engagement and risk management.

The MEP program continues to provide valuable services to America's small and medium manufacturers. For every one dollar of federal investment, the MEP generates nearly $19 in new sales growth and $21 in new client investment. This translates into $2.2 billion in new sales annually. For every $1,978 of federal investment, MEP creates or retains one manufacturing job.

The new Center for Advanced Communications will implement a key provision of a memorandum President Obama issued on June 14, 2013, on "Expanding America's Leadership in Wireless Innovation" (http://www.whitehouse.gov/the-press-office/2013/06/14/presidential-memorandum-expanding-americas-leadership-wireless-innovatio). In support of the new CAC, NIST has established a new Communications Technology Laboratory at the Boulder campus. NIST has procured an initial set of advanced instrumentation necessary to develop required new metrology capability at NIST to support the CAC.

Cybersecurity Framework -- Under Executive Order 13636, *Improving Critical Infrastructure Cybersecurity,* NIST will develop a voluntary framework – based on existing standards, guidelines, and practices – for reducing cyber risks to critical infrastructure. The Framework seeks to promote the wide adoption of practices to increase cybersecurity across all sectors and industry types. It seeks to provide owners and operators a flexible, repeatable and cost effective risk-based approach to implementing security practices while allowing organizations to express requirements to multiple authorities and regulators. NIST released the first version of the framework on February 12, 2014 (http://www.nist.gov/cyberframework/upload/cybersecurity-framework-021214.pdf). The framework is not a static document and will continue to evolve over time. Updates on framework progress can be found at: http://www.nist.gov/itl/cyberframework.cfm.

NIST MEP, in collaboration with MEP centers, is developing a talent management system - Strategic Management Acquisition and Retention of Talent (SMARTalent). SMARTalent is intended to help manufacturers operationalize their workforce development strategies. As manufacturers focus on workforce planning and investment, this resource, in combination with the expertise of the local MEP center, can help most effectively operationalize investments with the objective to enable manufacturers to eliminate task redundancies and streamlines processes.

For the past several years, NIST's top priority has been investments to grow and strengthen the NIST Laboratory ProgramsAs a result funding for the NIST Laboratory Programs has increased by 37% from FY 2010 through FY 2014. These increased resources have enabled NIST to launch a number of key programs to further accelerate innovation in a number of critical priority areas. Highlights include:

- NIST on a Chip -- NIST is developing a next-generation plan for advancing measurement services, called NIST on a Chip. NIST on a Chip is an integrated program to develop and deploy NIST-traceable measurements and physical standards that are deployed in the customer's lab, factory floor, device, or system; are easily used and integrated; are rugged, yet small in size and weight; and have low power consumption. As the reference standard is integrated into the device or process, many of the difficulties of the traditional measurement service model can be overcome, including minimal down time and recalibration, as well as improved flexibility for innovation. Measurement technologies include force, fluid flow, pressure, length, voltage, current, magnetic field, time and frequency, optical power, displacement, and electric field. Examples of work in this area can be found at: http://www.nist.gov/pml/newsletter/

- Centers of Excellence -- In FY 2013, NIST launched the NIST Centers of Excellence (COE) Program. The NIST Centers of Excellence will provide an interdisciplinary environment where researchers from NIST, academia, and industry will collaborate on emerging areas of basic and applied research and innovations in measurement science.

  In FY2014 NIST established the COE in advanced materials, the Center for Hierarchical Materials and Design (CHiMaD), a partnership between Northwestern University, University of Chicago, and Argonne National Laboratory. The new center will focus on developing the next generation of computational tools, databases and experimental techniques to enable "Materials by Design*," one of the primary goals of the administration's Materials Genome Initiative (MGI).

"Materials by design" employs physical theory, advanced computer models, vast materials properties databases and complex computations to accelerate the design of a new material with specific properties for a particular application. NIST also launched two federal funding opportunities for a COE in Community Resilience, and on focused on Forensic Science. More information about NIST's Center of Excellence Program can be found here: http://www.nist.gov/coe/

- Technology Transfer -- NIST is ideally positioned to support an Administration-wide effort in this area of technology transfer. NIST is strengthening its Federal tech transfer activities through developing human capital, empowering effective collaborations, opening access to tangible and intangible assets, and evaluating impact.

National Telecommunications and Information Administration

NTIA was involved in numerous activities during FY 2014 related to Internet and communications policy, including convening an interagency working group to develop a set of principles to transition the current role played by NTIA in the coordination of the Internet's domain name system (DNS). NTIA also heavily contributed to the Administration's "Big Data Report". NTIA helped craft the final report, and following its release, NTIA issued a Request For Comment to gather public input into how "big data" impacts privacy. NTIA also continued its work implementing the Administration's Consumer Data Privacy Blueprint, including covering multi-stakeholder meetings on facial recognition policy.

During FY 2014, NTIA continued progress identifying spectrum bands for wireless broadband, promoting greater government/industry collaboration and developing processes and capabilities to ensure compliance with Congressional spectrum mandates. Pursuant to the President's June 2010 memorandum, NTIA identified for potential reallocation 335 megahertz of Federal spectrum to date. NTIA ensured timely preparation for a November 2014 auction by the FCC of the 1695-1710 MHz and 1755-1780 MHz bands, increasing the geographic availability while decreasing costs and the transition period.

NTIA also developed and launched a website "spectrum.gov", providing detailed information on Federal spectrum use between 225 MHz and 5 GHz, a significant information resource never before available to the spectrum community. Under the new Spectrum Monitoring Initiative, NTIA established the first remote sensor control and data backhaul capability using commercial-off-the-shelf components. The sensor, deployed near Norfolk, VA, will monitor the 3.5 GHz maritime radar band on a continuous long-term basis.

As the first collaborative research program between NTIA and NIST under the new Center for Advanced Communications, NTIA initiated the development of an application of a new propagation measurement system to assess propagation losses due to clutter (i.e., man-made structures and foliage) in support of the Advance Wireless Services-3 and 3.5 GHz rulemakings.

During FY 2014, BTOP grant recipients connected approximately 25,300 total community anchor institutions, deployed more than 112,700 miles of new or upgraded network miles; and generated approximately 735,000 new broadband subscribers. In addition, the State Broadband Initiative, which funded state data collection and analyses for the National Broadband Map, released a new data set and updated the Map. NTIA also worked with states to prepare for the final data collection under the SBI in FY 2015.

NTIA continued to support the FirstNet in developing a program roadmap, which outlines steps to be taken to develop a business plan and other foundational documents needed to successfully implement a nationwide broadband public safety network. NTIA began to identify issues for inclusion in a Public Notice seeking comment on the opt-out process for states that may apply to NTIA for grants and spectrum lease agreements. The grants to states will support efforts to construct their Radio Access Networks (RANs), which must be compatible with – and comparable to – the FirstNet network for coverage within their states. NTIA will coordinate this Notice with FirstNet and the FCC. NTIA continued to monitor the State planning grants awarded to states to support their efforts to plan for the FirstNet network. All 54 grantee performance progress reports for the quarters ending December 31, March 30, and June 30 were reviewed and approved for program progress and grant compliance.

United States Patent and Trademark Office

In a global economy, the property rights of American inventors must be protected not only in the United States, but internationally as well. The USPTO plays a leadership role in promoting effective domestic and international protection and enforcement of IP rights by advocating U.S. government IP rights policy, working to develop unified standards for international IP rights, providing policy guidance on domestic IP rights issues, and fostering innovation. The USPTO advises the President and Federal agencies on national and international IP rights policy matters and trade-related aspects of IP rights, and conducts technical assistance and capacity-building programs for foreign governments seeking to develop or improve their IP rights regulatory and enforcement mechanisms.

The USPTO fosters innovation and competitiveness by providing high quality and timely examination of patent and trademark applications, guiding domestic and international intellectual property (IP) policy, and delivering IP information and education worldwide. Two distinct business lines, Patents and Trademarks, administer the patent and trademark laws which provide protection to inventors and businesses for their inventions and corporate and product identifications, and encourage innovation and scientific and technical advancement of United States (U.S.) industry through the preservation, classification, and dissemination of patent and trademark information.

The USPTO serves inventors, entrepreneurs, businesses, and attorneys in the United States and around the world. Stakeholders also include intellectual property organizations and international entities, such as the World Intellectual Property Organization (WIPO).

The *Green Paper on Copyright Policy, Creativity, and Innovation in the Digital Economy* was released in July 2013. In April 2014, the DOC's Internet Policy Task Force announced a series of roundtable discussions that were held between May and July 2014 in cities around the country. The IPTF also worked on the issues identified in the Green Paper; i.e., (1) establishing an ongoing multi-stakeholder dialogue on improving the operation of the notice and takedown system under the Digital Millennium Copyright Act (DMCA); (2) soliciting public comment and convening roundtables around the country on three policy issues—the legal framework for the creation of remixes, the relevance and scope of the first sale doctrine in the digital environment, and the application of statutory damages in the context of individual file-sharers and secondary liability for large scale online infringement; and (3) convening an interagency group to consider the appropriate role for the government, if any, to help improve the online licensing environment, including access to comprehensive public and private databases of rights information.

The USPTO made progress in achieving its long-term pendency targets, although the interim targets for FY 2014 were slightly below plan due to a focus on carrying out new initiatives.   The USPTO initiated the examiner transition to the CPC in October 2013; launched the six-month Glossary Pilot program on June 2, 2014; hosted the third in a regular series of public Software Partnership meetings in December 2013, and another in July 2014; and modified examiner production and workflow systems in October 2013 to reduce the backlog of RCEs

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Environment: Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment

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National Oceanic and Atmospheric Administration

In FY 2014, NOAA dedicated a Physical Oceanographic Real Time Sysyem (PORTS®) in Jacksonville, Florida. NOAA PORTS® is an integrated system of oceanographic and meteorological sensors that provide mariners with accurate and reliable real-time information about environmental conditions in a seaport, greatly enhancing the safety and efficiency of maritime commerce. Jacksonville is the 23rd PORTS® NOAA has made operational. With 47 sensors located on 18 water level stations, the Jacksonville PORTS® is the second largest PORTS® in the Nation. The Port of Jacksonville ranks as the number one vehicle export port in the Nation and are the top container port in Florida. Approximately 65,000 people in northeast Florida have jobs directly or indirectly related to the port, which channels around $19 billion into the U.S. economy every year. The Jacksonville PORTS® will directly benefit commercial shipping, the cruise ship industry, as well as recreational

users. PORTS® will provide valuable information to help emergency managers forecast flooding threats, determine evacuation routes, monitor flood events in real-time, and respond accordingly to protect lives and property.

In FY 2014, NOAA continued to support innovative marine sensor technologies. The U.S. Integrated Ocean Observing System (IOOS) continued two ocean technology transition projects in FY 2014. The multi-year work will speed the transition of promising technologies into use, enhancing scientific understanding of the coastal and marine environment to improve decision making.

- The first project selected aims to transition new ocean acidification sensor technology to support shellfish industry monitoring. Scientists installed a sensor, also known as a 'Burke-O-Lator', which measures ocean acidification variables such as the aragonite saturation state at two California and one Alaska shellfish hatcheries. This technology complements ocean acidification monitoring equipment in Hawaii, Oregon, and Washington states. The portal provides ocean acidification relevant data from partners in industry, government, and academia who are involved with the IOOS regional ocean observing systems in the Pacific region. The shellfish aquaculture community is the largest segment of marine aquaculture in the United States. Several thousand small farms nationwide harvest over $600 million worth of sustainable shellfish while providing tens of thousands of jobs in rural coastal communities.   Data from this monitoring equipment will allow shellfish growers a way to assess how the chemical make-up of the water will affect shellfish productivity, allowing growers to adapt their aquaculture practices to minimize impacts from ocean acidification.

- The second project focused on transitioning the Environmental Sample Processor (ESP) for harmful algae bloom monitoring in the Gulf of Maine. Scientists deployed three ESPs in the Gulf of Maine for 45 days between May and June of 2014. These ESPs allowed expansion of the network from one to four instruments concurrently operating at different locations along the coast. Throughout the deployment, the ESPs were able to detect *A. fundyense,* at levels which correlated with existing mouse models. Results from the Gulf of Maine ESPs contributed critical data to weekly real-time forecasts of the New England red tide during 2014. These forecasts are distributed to more than 150 coastal resource and fisheries managers in six states as well as federal agencies such as NOAA, the FDA and the EPA. The ESPs provided valuable early warning information and ongoing bloom status so decision makers can keep people safe.

The annual *Report to Congress on the Status of U.S. Fisheries* highlighted the continued progress NOAA has made, in partnership with the regional fishery management councils and NOAA's stakeholders, to end overfishing and rebuild stocks. Seven stocks were removed from the overfishing list and four stocks are no longer listed as overfished. Additionally, recent assessments show that two stocks have rebuilt, bringing to 34 the number of stocks rebuilt since 2000. There has also been progress toward long-term economic sustainability of our nation's fish stocks, as evidenced by a 7% increase in sales generated by U.S. commercial and recreational saltwater fishing, which totaled to more than $199 billion in 2012. This progress demonstrates the strength of the U.S. science-based management model under the Magnuson-Stevens Fishery Conservation and Management Act and underscores the importance of ending overfishing as the key to addressing past overfishing problems.

NOAA developed the Fish Stock Climate Vulnerability Assessment methodology to rapidly assess the vulnerability of U.S. marine fish stocks to changing climate and ocean conditions. This methodology uses information on climate and ocean conditions, species distributions, and life history characteristics to help fisheries managers and scientists identify the species most vulnerable or adaptable to climate change impacts. This information will aid in considering management strategies for climate-vulnerable fish stocks. NOAA used this methodology to assess the climate vulnerability of 79 fish stocks in the Northeast region. Information on the methodology and assessment is available at http://www.st.nmfs.noaa.gov/ecosystems/climate/activities/assessing-vulnerability-of-fish-stocks.

NOAA detected its first earthquake with the new Deep-ocean Assessment and Reporting of Tsunamis 4th generation (DART® 4G) system following the March 9, 2014, 6.9 magnitude quake off the California coast. The DART® 4G includes advancements in sensors, software, and power management to detect and measure near-field tsunamis with unprecedented resolution. The improved pressure sensor will be able to detect and measure a tsunami closer to the earthquake source, providing valuable information to warning centers even faster. No tsunami was detected, but the system performed well reporting high-resolution data in real-time.

On September 30, 2014, NOAA began running the 3 kilometer resolution High-Resolution Rapid Refresh (HRRR) severe weather forecast model operationally. The HRRR will better enable National Weather Service forecasters to pinpoint neighborhood-sized threats such as tornadoes, heavy precipitation that could lead to flash flooding or heavy snowfall and warn residents hours in advance. It will also help forecasters provide more information to air traffic managers and pilots about hazards

such as air turbulence and thunderstorms. NOAA runs the HRRR every hour out to 15 hours with a domain slightly larger than the Continental United States (CONUS). The HRRR has a spatial resolution four times finer than previous numerical models. Developed by NOAA's Office of Oceanic and Atmospheric Research Earth System Research Laboratory, the HRRR integrates increased radar data input with traditional observations. NOAA's recent increase in supercomputing capacity enabled the HRRR to be implemented operationally.

On September 29, 2014, NOAA successfully implemented the Multiple-Radar/Multiple-Sensor (MRMS) system into operations. MRMS quickly harnesses the tremendous amount of weather data from multiple sources, intelligently integrates the information to provide a detailed, current weather picture. MRMS is a system with automated algorithms that quickly and intelligently integrate data streams from multiple radar sources, satellites, surface and upper air observations, lightning detection systems, rain gauges and forecast models. The MRMS uses this data to produce a suite of 3 and 4 dimensional, decision-support products every two minutes at a spatial resolution of 1 kilometer. Using MRMS, NWS forecasters can pinpoint the location of severe thunderstorms, hail swaths, tornado tracks, and heavy rainfall. Because MRMS provides better depictions of high-impact weather events such as heavy rain, snow, hail, tornadoes, and other threats, forecasters can quickly diagnose severe weather and issue more accurate and earlier forecasts and warnings. MRMS also feeds storm scale information into the High Resolution Rapid Refresh Model's data assimilation system. Implementation of the system into NWS operations was funded in part by the Disaster Relief Appropriations Act, 2013.

National Institute of Standards and Technology

The President's Climate Action Plan (issued in June 2013) directs NIST to convene a panel on disaster-resilience standards to develop a comprehensive, community-based resilience framework and provide guidelines for consistently safe buildings and infrastructure—products that can inform the development of private-sector standards and codes. To accomplish this, NIST is convening a series of regional workshops engaging the broad network of stakeholders on the role that buildings and infrastructure lifelines play in ensuring community resilience. In FY 2014, NIST held workshops in Washington, DC and Hoboken, NJ with plans to hold several more in FY 2015. Based on the initial workshop results, NIST has starting developing a working draft Disaster Resilience Framework to establish the overall performance goals; assess existing standards, codes, and practices; and identify gaps that must be addressed in order to bolster community resilience.

Data: Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy

Economics and Statistics Administration / Bureau of the Census

Economic Directorate - In November 2014, Census began tabulation and macro data analysis for the 2012 Economic Census. On March 26th, ahead of the March 31st target date, Census released the first product from the 2012 Economic Census, the Advance Report, which provides national level data on the nation's economy. In May 2014 Census began releasing the 2012 Economic Census Industry Series reports. As of September 30th, Census had issued 406 of the anticipated 538 Industry Reports (covering 954 NAICS industries). This exceeded the target to release 30 percent of the Industry Series data products by September 30th. Census will continue releases for the 2012 Economic Census in FY 2015.

As of May 22nd, Census had released 90 percent of the 2012 Census of Governments products, ahead of the June 30th target date. Census released the 2012 Census of Governments: State Government Finances in January 2014, two months earlier than the metric, and in March 2014, the 2012 Census of Governments: Employment, one month earlier than the metric. The Census Bureau will complete the release of the 2012 Census of Governments by January 2015.

Census met or exceeded the target release dates for all 120 non-economic indicator quarterly and annual survey data releases. In addition, Census released all 120 monthly and quarterly principal economic indicators 100 percent of the time as scheduled or as revised due to the October shutdown. In FY 2014 Census developed a prototype Census Open for Business Tool, a desktop/tablet tool aimed at first time business entrepreneurs.   This tool will allow for easy access to Census Bureau

data to develop a business plan that can be used to support their loan application and assist in choosing a location for the business. In addition, Census finalized the demand-based hierarchical structure of the North American Product Classification System (NAPCS). This work greatly expands the usefulness of product statistics for market analysis, business planning, and demand oriented studies. Census achieved a check-in rate of 73.2 percent for the SBO employer component, with electronic response accounting for 90 percent of total responses. Census will apply the lessons learned from the 2012 SBO as the sponsor moves to 100 percent electronic reporting in the 2017 Economic Census.

Demographic Directorate - The Census Bureau met milestones in preparation for the new 2014 Survey of Income and Program Participation (SIPP) panel and data for wave 1 were collected from February – June 2014. The Bureau also completed data collection for the 2008 SIPP panel, which resulted in an overall response rate above 60% into the fifth year of the data collection for the 2008 Panel. Data releases through wave 15 are on schedule.

Census consistently released Current Population Survey (CPS) controls in time for weighting monthly estimates, which is important because the CPS is the source of the monthly unemployment data for the United States; a leading economic indicator.

In FY 2014, the Census Bureau developed final experimental race and Hispanic origin questions for paper and electronic modes for the 2015 Decennial Content Test. The Bureau also completed all key milestones for research, testing, and stakeholder outreach associated with improving race and Hispanic origin questions in censuses and surveys.

The Demographic Surveys Sample Redesign program delivered the first wave of the SIPP Event History Calendar (EHC) cases as well as the first rotation of the 2010 design CPS cases to production ahead of schedule. CPS selected its second annual sample, while the American Housing Survey (AHS), Consumer Expenditures Diary and Quarterly (CED and CEQ), and National Crime Victimization Survey (NCVS) selected their first.

Decennial Directorate - The 2020 Decennial Census program completed two field tests, the 2013 Census Test and 2014 Census Test. The 2013 Census Test examined the operational feasibility of using administrative records to reduce the Nonresponse Follow-up (NRFU) workload and an adaptive contact strategy to increase NRFU productivity. The 2014 Census Test looked at self-response and nonresponse field components to answer research questions and inform preliminary design decisions for the 2020 Census. Decennial also designed and began work on the Address Validation Test to assess the performance of the methods and models that will help us develop the 2020 Census address list and define the in-field address canvassing workloads needed for the operational design decision point in September 2015.

Census released all the 3-year (2010-2013) and 5-year (2008-2012) American Community Survey (ACS) data and the 1-year 2013 ACS data products on schedule.

Geography Division acquired 250 additional files from tribal, state, and local government partners as part of the Geographic Support System Initiative Partnership Program and used them to make further improvements to address coverage.

The Geography Division also conducted a pilot project to test the feasibility of using in-office imagery-to-Master Address File (MAF) comparison and data analysis techniques to identify areas in which the residential housing units are stable, and areas in which residential housing unit change is occurring. Based on the positive results of the pilot project, in which 82% of blocks were identified stable (i.e., no change in residential housing units between 2010 imagery and current imagery, and no change in the MAF), GEO is building a national implementation of the project, under the rebranded name TIGER and MAF Assessment and Classification (TRMAC).

Economics and Statistics Administration / Bureau of Economic Analysis

BEA released several new statistical products to better measure the dynamic U.S. economy giving businesses, policymakers and ordinary Americans additional tools to make informed decisions:

- BEA released new measures of inflation adjusted Personal Income for State and Metropolitan Areas to provide further insight into the relative purchasing power of consumers in different states and metro areas;

- BEA produced new prototype statistics on Personal Consumption Expenditures by State that provide a better gauge of how consumers are faring across different states offering a richer picture of economic activity across the U.S.; and,

- BEA now provides more frequent data on how much economic activity is generated by different industries and across states with its new Quarterly GDP by Industry and Quarterly GDP by State statistics (previously only available annually).

National Institute of Standards and Technology

NIST established a Scientific Data Committee[5] (SDC) to serve as a resource to NIST laboratories. NIST also established the Director's office on data preservation and access standards, technologies, metadata issues, and implementation priorities, processes, performance measures, and strategies for the preservation of and access to digital scientific data at NIST. As of October 1, 2014, NIST will create data management plans for scientific data generated at NIST. An Interagency Technical Advisory Group (iTAG) with members from NIST, the Census Bureau, DOE, the Department of Treasury, the National Archives and Records Administration, and the Smithsonian now provides a forum for Federal agency and entity coordination on operational requirements and insights on how to maximize access to scientific and technical data.

Operational Excellence: Deliver better services, solutions, and outcomes that benefit the American people

Departmental Management

Since launching in 2012, BusinessUSA has realized the following growth rates: (a) content subscribers 197%; (b) Twitter followers 83%; (c) email responses 181%; (d) website visits 276%; (e) website pages viewed 312%; (f) calls handled 149%; (g) Federal, state and local resources available via BusinessUSA 382%; (h) local business related events 1463%; and (i) partner website links to BusinessUSA 287%. In addition, reflecting the public's interest in BusinessUSA, in FY 2014, it had 992,313 hits to its website, exceeding its target of 850,464. Given that it is a new program, it did well in terms of customer service, achiving its website targets for customer satisfaction and the ability to find useful information.

The Senior Procurement Executive and Director, Office of Acquisition Management, who also serves as DOC's Suspending and Debarring Official (SDO), has taken action toward building a more robust suspension and debarment (S&D) program. The SDO has 1) consulted other agency officials on their S&D programs and capabilities; 2) collaborated with the Office of Inspector General (OIG) and Office of General Counsel (OGC) toward development of a strong program that leverages DOC's resources; and is drafting an interim pilot policy to include procedures and internal controls based, in significant part, on OIG and OGC proposals and recommendations. These efforts resulted in the establishment of a suspension and debarment case management tracker which is utilized at monthly meetings between the Office of Acquisition Management, the Office of General Council, and the Office of the Inspector General. The Department is working to further enhance the program through training and the issuance of policies and procedures that provide a clear delineation of roles and responsibilities. The SDO has taken prompt action on all OIG suspension/debarment referrals and set up a central S&D e-mail box capability to ensure multiple access points and prompt attention to time sensitive correspondence. OAM inputs suspended/debarred contractors into the Excluded Parties List System (EPLS) in accordance with Federal Acquisition Regulation.

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[5] http://inet.nist.gov/pao/upload/NIST-Scientific-Data-Committee-Charter.pdf

The OCIO implemented Multi- Protocol Label Switching (MPLS), guaranteed bandwidth availability for key applications, improved performance with increased response time, and service offering spanning both national and international presence. OCIO also successfully migrated to "cloud" email services offered significant savings due to reduced licensing, infrastructure, and FTE labor costs, while increasing access to messaging and collaboration tools, increasing user mailbox functionality, and securely supporting a variety of mobile devices including iPhones, Android devices, and iPads. OCIO deployed Enterprise Continuous Monitoring Operation (ECMO) agents to all OS, MBDA, ESA and EDA managed desktops, laptops and servers that provided better situation awareness for Asset Management, Configuration management, and Vulnerability management across those bureaus. Finally, OCIO completed the "Servers Virtualization" project transformed and modernized OS, MBDA, ESA and EDA IT systems to control costs, reduce service interruptions, and maximize the efficiency and effectiveness of day-to-day IT operations while complementing the Federal Data Center Consolidation Initiative (FDCCI) for reduction in energy consumption and physical footprint in data centers.

The Partnership for Public Service ranked the Department as the 2nd Best Place to Work in the Federal Government out of 19 large Federal agencies on the 2014 rankings. While Commerce's ranking remained the same as in 2013, the Department's index increased by one percentage point. USPTO was ranked 2nd out of 314 agency subcomponents and exhibited a one percentage point index increase. The Partnership recognized EDA as the most improved agency subcomponent by achieving a 12 percentage point index increase from the previous year. The Best Places to Work Index is calculated by using three questions from the annual Federal Employee Viewpoint Survey – (1) I recommend my organization as a good place to work; (2) How satisfied are you with your organization; and (3) How satisfied are you with your job.

The Department achieved the highest percentage of disabled veteran new hires over the past 21 years at 4.1% of all hires in FY 2014, an increase from 3.6% in FY 2013. Efforts to support Executive Order 13518 "Employment of Veterans in the Federal Government" included hiring students through the USPTO Student Patent Examiner Trainee – Veteran Internship Program and the Operation Warfighter Program; providing veterans preference and appointing authority training to HR specialists and hiring managers through the Commerce Learning Center; referring over 400 qualified disabled veteran resumes to hiring managers for consideration for 66 positions; and participating in several career fairs and forums including Recruit Military, the Service Academy Career Conference, Hiring Our Heroes, Military Officers Association of America, Military Job Opportunities, MEGA Diversity Job Fair, and the UMUC "Call to Service" Job Fair, Virginia Military Institute Alumni Association activities, and U.S. Naval Academy events.

The Department convened the first Commerce Senior Executive Service (SES) Summit, which focused on engaging and empowering executives to achieve the Operational Excellence strategic goal. Over 300 members of the SES collaborated on identifying a shared mission, developing a values statement, and establishing core competencies for executive onboarding and continuous development, to cultivate a stronger Commerce Federation for achieving the change agenda in the Department's strategic plan. The Summit also resulted in establishing a more robust SES Community support network for increased camaraderie and collaboration. The Engage and Empower Working Group will continue to work on developing and implementing value-related strategies for increasing engagement and enhancing the Commerce culture, as well as the executive onboarding training.

Office of the Inspector General

OIG's accomplishments in FY 2014 include auditing the Department's financial statements, completing numerous audit reports, beginning a number of new audits, and issuing investigative reports. OIG's completed audit reports may be found at http://www.oig.doc.gov/Pages/Audits-Evaluations.aspx. Announcements of OIG's new audits may be found at http://www.oig.doc.gov/Pages/Audits-Initiated.aspx. OIG's investigative reports may be found at http://www.oig.doc.gov/Pages/Investigations.aspx.

Strategies and Next Steps for Accomplishing Objectives

In their specific FY 2016 Congressional Budget Submissions, bureaus include a description that identifies how they track progress on each objective that applies to them using indicators and any other means. These descriptions identify external factors that affected progress over the past year as well as any that may affect future years. Bureaus also include a summary of plans to make progress on strategic objectives for the next year, including prospects and strategies for performance improvement. In these submissions, bureaus may describe plans to continue or expand what is working; develop or experiment to find promising practices; test the most promising practices to see if they can be replicated and validated; find or develop increasingly effective and cost-effective approaches; identify causal factors the Government can influence; and facilitate learning across delivery units. These submissions can be found at http://www.osec.doc.gov/bmi/budget/

Performance Indicators

Summary of FY 2014 Performance

Status of FY 2014 Indicators[1]

31
64
48

■ Exceeded
■ Met
■ Not Met
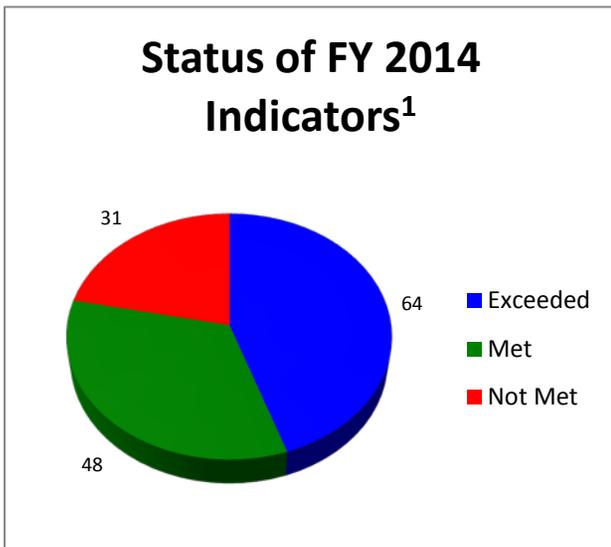
Status is based on the following standard:

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

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

Actual Trends of Indicators[1]

34
47
26
13
27

■ Positive
■ Negative
■ Stable
■ Varying
■ Not enough data
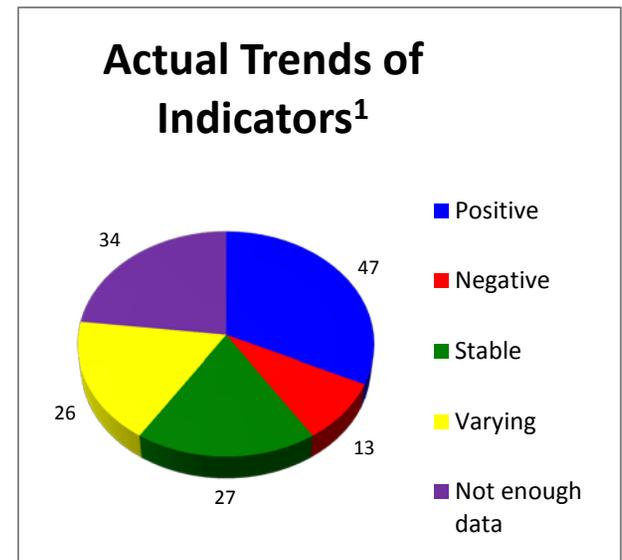
1. On the surface, DM is overrepresented in terms of indicators (16% of the total), however, since many of DM's indicators represent work that is done across the bureaus, they are included in this summary. In addition there is a difference of five indicators between the charts. These indicators have a trend, however, the status is not available at this time.

Trends of Indicators

Trends of indicators are first divided among those indicators which have at least three years of actual data and those with less than three years of data. The latter indicators are categorized as "**Not Enough Data.**" Of those indicators with at least three years of actual data, according to the targets, the indicators can be divided among three types: Directional (Positive or Negative), Stable / Maintain Standard, and Varying.

- **Directional (Positive or Negative)** indicators are those where the goal is to improve the numerical performance of the indicator over time. The actual trend of a directional indicator will be either positive (improving) or negative (worsening) over time. An indicator with a positive trend does not necessarily have a consistent status of "Met." It may be that a bureau puts forth ambitious targets for a given indicator, leading to an annual status of "Not Met," yet has a positive trend for its actuals. A positive trend does not necessarily mean that the numbers are increasing; there are some indicators (e.g., Patent Pendency) in which the goal is for the numbers to decline over time.
- **Stable / Maintain Standard** indicators are those in which in which the targets and possibly the actuals are neither rising nor falling over time. For these indicators, the goal is to maintain a standard over time, e.g., 95% approval rating. It could also reflect an indicator in which the target is a narrative goal to achieve each year, e.g. completing a specific annual project, or that the target is textual rather than numerical in nature.
- **Varying** indicators are those in which the targets and/or actuals have or will change from year to year. This can occur as a result of:

  o Results being dependent on the funding the bureau receives from year to year. This is particularly true of two EDA indicators: Jobs created/retained, and Investment leveraged. These two indicators have targets and actuals dependent on the financing for that particular year. If the funding went down from one year to the next, the target went down to reflect the decrease in funding.
  o Bureau adjustment of targets as a result of past results, particularly if the results are volatile from year to year.
  o The nature of the indicator has changed slightly from one year to another, e.g., tornado lead time has changed from being geography-based to storm-based. In this case, while the raw numbers may appear to indicate that targets and actuals are declining (or improving), the nature of the change is in fact the cause rather than a decline (or improvement) in performance.

There are a handful of indicators in which the methodology or nature of the indicator has resulted in a subtle or dramatic change in the direction of the trend. For example, from FY 2000 – 2009, USPTO Patent pendency worsened each year thus had a negative trend. However, beginning in FY 2009, pendency has consistently improved thru FY 2014 resulting in a positive trend from FY 2009 – 2014.

Summary of FY 2014 Indicator Performance

The following table shows the FY 2014 results of Key and Supporting indicators as identified in the Department of Commerce Strategic Plan that had FY 2014 targets. In addition, CENSUS, EDA, MBDA and NOAA have indicators in their respective APP/APRs that have FY 2014 targets that are very similar to supporting indicators in the Strategic Plan. However, those respective Strategic Plan indicators do not have FY 2014 targets. In particular, the Strategic Plan has a key indicator under objective 3.2, "The number of days of forecast accuracy and warning lead time," which is, in effect, a composite of several indicators that NOAA does report results on in FY 2014. These indicators are shown within the Other indicators section of the table below. The shade ties to the respective Strategic Goal. In addition, each bureau includes several other indicators to evaluate their performance that appear in their individual APP/APRs that are a part of their FY 2016 Congressional budget submissions. These submissions are available at http://www.osec.doc.gov/bmi/budget/

Obj.	Bureau	Key Indicator	Target	Actual	Status	Trend
1.2	ITA	Percentage of Global Markets clients that achieved their export objectives	69%	73%	Exceeded	Positive
1.2	ITA	Number of clients assisted by GM	22,150	17,593	Not Met	Negative
1.3	ITA	Number of investment clients assisted by the Department	900	1,006	Exceeded	Not enough data
2.1	NIST	Industry use of NIST research facilities (Number of Cooperative Research and Development Agreements between industry and NIST laboratories and the number of industrial institutions that use the NIST user facilities)	215	375 (partial)	Exceeded	Not enough data
2.2	NIST	Number of firms receiving in-depth technical assistance from MEP centers	8,340	8,353	Exceeded	Not enough data
2.2	NIST	Percentage of MEP clients receiving in-depth technical assistance that increase their competitiveness	60%	58%	Met	Not enough data
2.3	NIST	Number of critical infrastructure sectors with work products integrating the Cybersecurity Framework	10	9	Met	Not enough data
2.3	NTIA	Miles of broadband networks deployed (infrastructure projects) (PRIORITY GOAL)	115,000	113,555	Met	Positive
2.3	NTIA	Community anchor institutions connected (infrastructure projects) (PRIORITY GOAL)	23,000	25,391	Exceeded	Positive
2.3	NTIA	New household and business subscribers to broadband	670,000	736,489	Exceeded	Positive
2.3	NTIA	Spectrum identified for commercial broadband use	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband	100%	Exceeded	Positive
2.4	NIST	Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources	50	54	Exceeded	Not enough data
2.5	USPTO	Patent first action pendency (months) (PRIORITY GOAL)	17.4	18.4	Met	Positive
2.5	USPTO	Patent total action pendency (months) (PRIORITY GOAL)	26.7	27.4	Met	Positive
2.5	USPTO	Patent backlog (PRIORITY GOAL)	593,700	605,646	Met	Positive
2.5	USPTO	Patent quality composite rate (PRIORITY GOAL)	83-91	75.0	Not Met	Positive
2.5	NIST	Milestones met for Commerce interoperability framework	Complete CIF/CAP and prototype and pilot at NIST.	Completed	Met	Not enough data
3.1	NOAA	Annual number of peer-reviewed publications related to environmental understanding and prediction	1,200	1,759	Exceeded	Positive
3.3	NOAA	% of U.S. coastal states and territories demonstrating 20% or more annual improvement in resilience capacity to weather and climate hazards (%/year)	46%	54%	Exceeded	Positive
3.4	NOAA	Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels	28	37	Exceeded	Stable
4.1	CENSUS	Percentage of milestones met for Find It - Connect It	100%	100%	Met	Not enough data
4.2	CENSUS	Cost efficiency of 2020 decennial census	Two field tests that will inform cost and quality goals for the 2020 Census	Completed	Met	Not enough data

Obj.	Bureau	Supporting Indicator	Target	Actual	Status	Trend
1.1	USPTO	Number of foreign government officials trained on best practices to protect and enforce intellectual property	4,300	4,960	Exceeded	Varying
2.5	USPTO	Trademark first action pendency (months)	2.5 – 3.5	3.0	Met	Stable
2.5	NIST	Citation impact of NIST-authored publications	1.5	Avail 3/15	N/A	Positive
3.2	CENSUS	Number of webinars conducted and enhancements to the Census Bureau's OnTheMap for Emergency Management website	1) Two webinars or training showing emergency and city planners how to navigate OTM-EM; and 2) Two enhancements to OTM-EM	Webinars completed and enhancements done	Met	Not enough data
3.3	NOAA	Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management	69	69	Met	Stable
3.4	NOAA	Fish stock sustainability index (FSSI)	645.5	640.5	Not Met	Positive
3.4	NOAA	Number and percentage of recovery actions ongoing or completed	1,979 / 44.4%	2,013 / 45.2%	Exceeded	Not enough data

Obj.	Bureau	Other Indicator	Target	Actual	Status	Trend
2.2	EDA	Jobs created / retained – 9 year total	36,386	33,822	Met	Varying
2.2	EDA	Private Investment Leveraged – 9 year total (in millions)	$1,349	$2,958	Exceeded	Varying
2.2	MBDA	Minority Business Contracts Awarded (billions)	$2.0	$4.2	Exceeded	Positive
2.2	MBDA	Minority Business Financing Awarded (billions)	$1.0	$1.7	Exceeded	Positive
3.2	NOAA	Severe weather warnings for tornadoes – Lead time (minutes)	13	9	Not Met	Varying
3.2	NOAA	Severe weather warnings for tornadoes – Accuracy (%)	72%	60%	Not Met	Varying
3.2	NOAA	Severe weather warnings for flash floods – Lead time (minutes)	60	55	Met	Varying
3.2	NOAA	Severe weather warnings for flash floods – Accuracy (%)	74%	78%	Exceeded	Varying
3.2	NOAA	Hurricane forecast track error (48 hours) (nautical miles)	81	77	Exceeded	Positive
3.2	NOAA	Hurricane forecast intensity error (difference in knots)	12	14	Not Met	Stable
3.2	NOAA	Accuracy (%)(threat score) of day 1 precipitation forecasts	32%	33%	Exceeded	Positive
3.2	NOAA	Winter storm warnings – Lead time (hours)	20	22	Exceeded	Positive
3.2	NOAA	Winter storm warnings – Accuracy (%)	90%	89%	Met	Positive
3.2	NOAA	Marine wind – accuracy (%)	74%	78%	Exceeded	Positive
3.2	NOAA	Marine wave height – accuracy (%)	76%	83%	Exceeded	Positive
3.2	NOAA	Aviation forecast accuracy for ceiling/visibility (3 mile/ 1,000 feet or less)(%)	65%	62%	Met	Stable
3.4	NOAA	Habitat Acres Restored	40,820	29,407	Not Met	Varying
4.2	CENSUS	Percentage of key data products for Census Bureau programs released on time to support effective decision-making of policymakers, businesses, and the public.	1) 100% of Economic Indicators 2) 90% of other key surveys	Percentages were met	Met	Positive

Detailed Indicator Plans and Performance

Note: Validation and Verification information appears in the respective bureau APP/APRs.

Key Indicators

Indicator	Percentage of Global Markets clients that achieved their export objectives (PRIORITY GOAL)							
Bureau	*ITA*							
Description	This indicator evaluates Global Markets' effectiveness in helping companies achieve their export objectives. Global Markets will offer U.S. companies a more robust set of capabilities to help them achieve their international exporting goals, whether those goals are to set up an overseas distribution channel; gain easier access to challenging markets; or meet additional foreign buyers for their goods. Global Markets will focus on understanding clients' exporting needs, and providing services to meet those needs. This metric focuses the new Global Markets organization on this top priority while also driving behavior towards client outcomes							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						69%	71%	71%
Actual			67%	68%	66%	73%		
Status						Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	This is a new indicator that began in FY 2014 and is ITA's priority goal for FY 2014-2015. GM will start piloting a comment card survey for non-fee-based assistance and events in FY 2015. This will enable GM to better capture the full breadth of GM assistance and client feedback in FY 2016.							
Information Gaps	Comment card data are from fee-based services only.							

Indicator	Number of clients assisted by GM							
Bureau	*ITA*							
Description	This indicator illustrates ITA's reach into the U.S. business community. Historical data indicates that over 75 percent of companies assisted are small and medium–sized enterprises.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target			19,723	20,709	20,800	22,150	23,000	22,300
Actual		18,784	20,143	18,945	18,126	17,593		
Status			Exceeded	Met	Not Met	Not Met		
Trend	Negative							
Explanation (if not met in FY 2014)	GM fell short of meeting its FY 2014 target largely due to under-reporting of client engagement data in CTS, GM's current customer relationship management (CRM) system.							
Actions to be taken / Future Plans	In FY 2015 GM will introduce a new CRM system, which is expected to significantly reduce the data entry burden, and thereby enable GM to provide a much more accurate accounting of clients assisted starting in FY 2016.							

Indicator	Number of investment clients assisted by the Department							
Bureau	ITA							
Description	This indicator captures the number of domestic and foreign firms, as well as domestic and foreign Economic Development Organizations, assisted by the Department of Commerce to attract inward investment into the United States.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						900	1,600	2,400
Actual						1,038		
Status						Exceeded		
Trend	Not enough data							

Indicator	Industry use of NIST research facilities (Number of Cooperative Research and Development Agreements between industry and NIST laboratories and the number of industrial institutions that use the NIST user facilities)							
Bureau	NIST							
Description	This indicator reflects the value, relevance, and usefulness of NIST research facilities to industry users. NIST research facilities are unique capabilities that can be leveraged through partnerships with businesses, especially manufacturers, to accelerate discovery and commercialization of innovative products. This indicator counts the number of Cooperative Research and Development Agreements between industry and NIST laboratories, as well as the number of industrial institutions that use the NIST user facilities (NIST Center for Neutron Research and the Center for Nanoscale Science and Technology).							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						215	225	250
Actual						375*		
Status						Exceeded		
Trend	Not enough data							
Notes	*Partial FY2014 data. Final data will be available in March 2015. Data from the NIST Center for Neutron Research (NCNR) and the Center for Nanoscale Science and Technology (CNST) lag due to the time it takes for industry participants to publish in peer-reviewed publications.							
Information Gaps	Data may not include all instances of industry use of NIST research facilities indirectly through support of academic research.							

Indicator	Number of firms receiving in-depth technical assistance from MEP centers							
Bureau	NIST							
Description	Number of client firms receiving services from MEP centers where those services were substantial and essential and therefore could reasonably be assumed to have directly or entirely led to the impacts reported through the MEP client survey.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						8,340	8,750	9,187
Actual				7,614	8,140	8,353		
Status						Exceeded		
Trend	Positive							

Indicator	Percentage of MEP clients receiving in-depth technical assistance that increase their competitiveness							
Bureau	**NIST**							
Description	Percentage of MEP clients receiving in-depth technical assistance that reported increasing sales, reducing costs, or making new investments as a result of the services received.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						60%	62%	64%
Actual				61%	59%	58%		
Status						Met		
Trend	Stable							

Indicator	Number of critical infrastructure sectors with work products integrating the Cybersecurity Framework							
Bureau	**NIST**							
Description	This indicator demonstrates that NIST consistently produces useful and relevant cybersecurity publications and reference materials that organizations representing or participating in a diverse set of the sixteen total critical infrastructure sectors can use. The Cybersecurity Framework may be cited in professional journals; international/national/industry standards, guidelines, and practices; sector-specific federal agency guidance to industry; and commercial/government-off-the-shelf software.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						10	12	13
Actual						9		
Status						Met		
Trend	Not enough data							

Indicator	Miles of broadband networks deployed (infrastructure projects) (PRIORITY GOAL)							
Bureau	**NTIA**							
Description	TOP funded projects that provide broadband service in unserved areas and enhance broadband service in underserved areas of the United States. The BTOP portfolio of projects initially included 123 infrastructure projects totaling $3.5 billion in Federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. This target is the cumulative total number of miles of network deployed using BTOP funding. The Recovery Act provided all funding for BTOP grants. As in FY 2014, NTIA will continue to administer in FY 2015 the BTOP grants through their completion and Federal interest period in order to protect the Federal government's investment in broadband infrastructure, public computer centers, and broadband adoption projects.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target			10,000	50,000	100,000	115,000	118,000	Retired
Actual			29,191	78,699	111,361	113,555		
Status			Exceeded	Exceeded	Exceeded	Met		
Trend	Positive							
Actions to be taken / Future Plans	NIST is retiring this indicator because it will have met its final target by FY 2015.							
Adjustments to targets	NTIA previously defined FY 2013 and "end of program" targets for BTOP, based on expected performance of the BTOP portfolio. However, NTIA did not develop specific FY 2014 and FY 2015 targets, since individual projects were only recently extended into FY 2014 and FY 2015. The revised targets for Miles of Broadband Networks Deployed are based on NTIA's projected performance of BTOP projects.							

Indicator	Community anchor institutions connected (infrastructure projects) (PRIORITY GOAL)							
Bureau	NTIA							
Description	The Recovery Act places a high priority on deploying and enhancing broadband capabilities for community anchor institutions such as libraries, hospitals, schools, and public safety entities. The BTOP portfolio of projects initially included 123 infrastructure projects totaling $3.5 billion in Federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. This measure's target is the cumulative total number of anchor institutions connected with new or improved broadband capabilities. The Recovery Act provided all funding for BTOP grants. Infrastructure projects are scheduled to be substantially completed by the end of FY 2013. As in FY 2014, NTIA will continue to administer in FY 2015 the BTOP grants through their completion and Federal interest period in order to protect the Federal government's investment in broadband infrastructure, public computer centers, and broadband adoption projects.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target			3,000	10,000	18,000	23,000	23,500	Retired
Actual			4,163	11,246	20,325	25,391		
Status			Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	NTIA is retiring this indicator because it will have met its final target by FY 2015.							
Adjustments to targets	NTIA previously defined FY 2013 and "end of program" targets for BTOP, based on expected performance of the BTOP portfolio. However, NTIA had not previously developed specific FY14 and FY15 targets, since individual projects were only recently extended into FY 2014 and FY 2015. The revised targets for Community Anchor Institutions Connected are based on NTIA's insight into the expected actual performance of BTOP projects as these grants move through closeout.							

Indicator	New household and business subscribers to broadband (Sustainable Broadband Adoption Projects) (Agency Priority Goal)							
Bureau	NTIA							
Description	The BTOP portfolio of projects initially included 44 sustainable broadband adoption (SBA) projects totaling $250.7 million in Federal grant funds to support innovative projects that promote broadband adoption, especially among vulnerable population groups where broadband technology traditionally has been underutilized. This measure's target is the cumulative total number of new household and business subscribers to broadband generated by projects funded through the BTOP Sustainable Broadband Adoption category of funding, as reported by awardees.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target			100,000	350,000	600,000	670,000	Retired	
Actual			210,213	522,981	629,175	736,489		
Status			Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	NTIA adjusted its targets upward for FY 2015 based on recipient performance through FY 2013. The revised targets for New Household and Business Subscribers to Broadband are based on NTIA's insight into the expected actual performance of BTOP projects as these grants move through closeout. All of the grant performance must be complete by September 30, 2016, therefore, NTIA retired the targets for FY 2016.							

Indicator	Spectrum identified for commercial broadband use							
Bureau	NTIA							
Description	NTIA is undertaking tasks, in response to the June 28, 2010 Presidential Memorandum and in collaboration with the Federal Communications Commission (FCC), to make available a total of 500 MHz (in bandwidth) of spectrum to support wireless broadband services or products by 2020. NTIA, with input from other Federal agencies and the FCC, developed a Ten-Year Plan and Timetable, identifying over 2,200 MHz of spectrum for evaluation. As this work has progressed, the band analysis process continues, but much of the effort has turned toward implementation of bands that NTIA and/or the FCC have identified. The combination of the ongoing analysis and implementation of band-repurposing results in a new set of deliverables each fiscal year. NTIA will establish at the beginning of each fiscal year the set of expected deliverables to complete this project.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target			Complete Identification	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband
Actual			Completed	85%	85%	100%		
Status			Met	Exceeded	Exceeded	Exceeded		
Trend	Positive							

Indicator	Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources							
Bureau	NIST							
Description	This indicator reflects the number of MEP centers involved in activities supporting the development of a workforce with industry-aligned skills. MEP is working with partners throughout the national network of centers to provide the tools, services, and connections necessary to develop a workforce with industry-aligned skills.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target						50	55	55
Actual						54		
Status						Exceeded		
Trend	Not enough data							
Notes	All Centers currently partnered with a 1) workforce investment board, 2) community college, 3) technical college, 4) university, or 5) state workforce agency are included in this count.							

Indicator	Patent first action pendency (months) (PRIORITY GOAL)							
Bureau	*USPTO*							
Description	This indicator measures the average time from the Utility, Plant and Reissue (UPR) application filing date to the date of mailing the First Office action. The measure is based on a three-month rolling time period. This is one of the two primary measures to track timeliness in the Patent Organization's processing time.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	27.5	25.4	23.0	22.6	18.0	17.4	15.7	14.6
Actual	25.8	25.7	28.0	21.9	18.2	18.4		
Status	Exceeded	Met	Not Met	Exceeded	Met	Met		
Trend	Negative (FY 2000 - 2009), Positive (FY 2009 - 2015).							
Actions to be taken / Future Plans	The FY 2016 budget plans modify the hiring plans shown in the FY 2015 Budget. Under the revised plans, the Patent organization will begin its soft landing to achieve a patent examiner staffing level that is aligned with an ideal backlog and steady state pendency levels in FY 2015. This will be done by hiring 450 patent examiners in FY 2015 (a net of only 59 after attrition, and 550 less than the 1,000 projected in the FY 2015 President's Budget). In FY 2016, the new hires will be 250 or 95 fewer than projected attritions. This change, coupled with leveraging the nationwide workforce to facilitate hiring examiners with significant prior IP-related experience, and continuing to use overtime and incentives to increase production will enable the USPTO to achieve an optimal working level inventory of unexamined patent applications in FY 2018, and achieve its performance targets of 10 months for first action pendency and 20 months for total patent pendency in FY 2019. This will meet stakeholder expectations and also allow the Office to effectively align the demands of incoming workload with production capacity.							
Adjustments to targets	Reducing patent pendency and the backlog of unexamined patent applications is an Agency Priority Goal. USPTO continues to make progress in reducing patent pendency and will continue, with stakeholder input, to modify long- term Patent plans as needed.							
Notes	Decreasing numbers = positive trend. The implementation of new initiatives in FY 2014, including the RCE backlog reduction efforts and the implementation of CPC, directly impacted production in the short term. The temporary reduction of resources to RCEs limited the extent to which new-case backlog and patent pendency could be reduced.							

Indicator	Patent total action pendency (months) (PRIORITY GOAL)							
Bureau	*USPTO*							
Description	Patent total pendency is the average time in months for a complete review of a UPR patent application, from the filing date to issue or abandonment of the application. The measure is based on a three-month rolling time period. This is one of the two primary measures to track timeliness in the Patent organization's processing time. Requests for Continued Examination (RCE's) are not included.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	37.9	34.8	34.5	34.7	30.1	26.7	26.4	24.6
Actual	34.6	35.3	33.7	32.4	29.1	27.4		
Status	Exceeded	Met	Exceeded	Exceeded	Exceeded	Met		
Trend	Negative (FY 2000-2009), Positive (FY 2009-2015)							
Actions to be taken / Future Plans	The FY 2016 budget plans modify the hiring plans shown in the FY 2015 Budget. Under the revised plans, the Patent organization will begin its soft landing to achieve a patent examiner staffing level that is aligned with an ideal backlog and steady state pendency levels in FY 2015. This will be done by hiring 450 patent examiners in FY 2015 (a net of only 59 after attrition, and 550 less than the 1,000 projected in the FY 2015 President's Budget). In FY 2016, the new hires will be 250 or 95 fewer than projected attritions. This change, coupled with leveraging the nationwide workforce to facilitate hiring examiners with significant prior IP-related experience, and continuing to use overtime and incentives to increase production will enable the USPTO to achieve an optimal working level inventory of unexamined patent applications in FY 2018, and achieve its performance targets of 10 months for first action pendency and 20 months for total patent pendency in FY 2019. This will meet stakeholder expectations and also allow the Office to effectively align the demands of incoming workload with production capacity.							
Adjustments to targets	Reducing patent pendency and the backlog of unexamined patent applications is an Agency Priority Goal. USPTO continues to make progress in reducing patent pendency and will continue to modify long- term Patent plans as needed.							
Notes	The implementation of new initiatives in FY 2014, including the RCE backlog reduction efforts and the implementation of CPC, directly impacted production in the short term. The temporary reduction of resources to RCEs limited the extent to which new-case backlog and patent pendency could be reduced.							

Indicator	Patent backlog (AGENCY PRIORITY GOAL)							
Bureau	*USPTO*							
Description	This measure tracks the number of patent applications awaiting first action review by an examiner.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	741,400	698,000	670,000	615,300	566,800	593,700	534,900	484,495
Actual	718,835	708,535	669,625	608,283	584,998	605,646		
Status	Exceeded	Met	Exceeded	Exceeded	Not Met	Met		
Trend	Positive							
Actions to be taken / Future Plans	The USPTO has modified the hiring plans shown in the FY 2015 Budget. Under the revised plans, the Patent organization will begin its soft landing to achieve a patent examiner staffing level that is aligned with an ideal backlog and steady state pendency levels in FY 2015. This will be done by hiring 450 patent examiners in FY 2015 (a net of only 59 after attrition, and 550 less than the 1,000 projected in the FY 2015 President's Budget). In FY 2016, the new hires will be 250 or 95 fewer than projected attritions. This change, coupled with leveraging the nationwide workforce to facilitate hiring examiners with significant prior IP-related experience, and continuing to use overtime and incentives to increase production will enable the USPTO to achieve an optimal working level inventory of unexamined patent applications in FY 2018, and achieve its performance targets of 10 months for first action pendency and 20 months for total patent pendency in FY 2019. This will meet stakeholder expectations and also allow the Office to effectively align the demands of incoming workload with production capacity.							
Adjustments to targets	Reducing patent pendency and the backlog of unexamined patent applications is an Agency Priority Goal. USPTO continues to make progress in reducing patent pendency and will continue to modify long-term Patent plans as needed.							
Notes	The implementation of new initiatives in FY 2014, including the RCE backlog reduction efforts and the implementation of CPC, directly impacted production in the short term. The temporary reduction of resources to RCEs limited the extent to which new-case backlog and patent pendency could be reduced.							

Indicator	Patent quality composite rate (PRIORITY GOAL)							
Bureau	**USPTO**							
Description	This indicator is composed of seven items that are measures of the propriety of the final disposition of individual applications, i.e., allowance or final rejection; the propriety of the actions taken during the course of examination in individual applications, i.e., first and subsequent actions on the merits by examiners; the degree to which the initial search performed by the examiner and the First Action on the Merits (FAOM) conforms with the best practices of the USPTO; the degree to which patent examiner behaviors in the prosecution of all patent applications reveals trends indicative of quality concerns; the degree to which the experience of examiners reveals trends and issues indicative of quality concerns. The overall Quality Composite is a weighted combination of these seven components. The items are specifically noted as follows: 1) Final Disposition Compliance Rate (Percent); 2) In-Process Compliance Rate (Percent); 3) Pre FAOM Search Review; 4) Complete FAOM Search Review (Percent); 5) Quality Index Report (Percent); 6) External Quality Survey (Response Ratio – Positive to Negative); and 7) Internal Quality Survey (Response Ratio – Positive to Negative).							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target				48-56	65-73	83-91	100	*
Actual			30.7	72.4	71.9	75.0		
Status				Exceeded	Met	Not Met		
Trend	Positive							
Explanation (if not met in FY 2014)	Although the USPTO achieved 100% of goal in six of the seven metrics that comprise the Quality Composite Score, there was one metric that underperformed in FY 2014. The underperforming metric is a relatively new metric that was developed concurrent with the implementation of the Quality Composite Score at the start of FY 2011. As part of its new Quality Initiative, the USPTO believes that further refinements are needed in this metric and intends to work with the PPAC and USPTO's stakeholders to reassess the target originally established for this metric.							
Actions to be taken / Future Plans	Quality and training are an integral part of the examination process, and include initiatives focused on pendency reduction based on revised performance plans.							
Adjustments to targets	* As part of USPTO's quality initiatives, USPTO intends to evaluate and refine its quality metrics with its stakeholders, as stated in the 2014-2018 Strategic Plan.							

Indicator	Percentage of milestones met for Commerce interoperability framework							
Bureau	**NIST**							
Description	NIST will, in collaboration with other agencies, develop an interagency reference architecture and Commerce Interoperability Framework (CIF) or Common Access Platform (CAP).							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						Complete CIF/CAP and prototype and pilot at NIST.	Expand CIF/CAP pilot to include additional bureaus/ agencies	Extend CIF/CAP pilot to enable datasets communication and access among identified agencies
Actual						Completed		
Status						Met		
Trend	Not enough data							
Notes	The CIF prototype is complete at NIST. NIST is piloting the CIF at the Census Bureau instead of NIST because Census has more mature data streams and more well-defined needs. NIST is on-track to meet 2015 milestones.							

Indicator	Annual number of peer-reviewed publications related to environmental understanding and prediction						
Bureau	*NOAA*						
Description	The indicator reflects productivity and relevance and is tracked using on-line 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.						
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target			1,200	1,200	1,200	1,200	1,200	1,200
Actual			1,210	1,800	1.676	1,759		
Status			Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Information Gaps	Publications produced with NOAA grant support, NOAA's cooperative institutes, book chapters, and conference proceedings. Publications prior to FY 2012 are not captured.						

Indicator	Percentage of U.S. coastal states and territories demonstrating 20% or more annual improvement in resilience capacity to weather and climate hazards (%/year)						
Bureau	*NOAA*						
Description	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						
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target			36%	34%	40%	46%	51%	60%
Actual			43%	46%	57%	54%		
Status			Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	NOS may need to relook at future targets if the trend for exceeding continues.						

Indicator	Number of protected species with designated as threatened, endangered, or depleted with stable or increasing population levels						
Bureau	*NOAA*						
Description	This indicator tracks progress at achieving partial recovery of endangered, threatened or depleted protected species under the jurisdiction of NMFS. Recovery of threatened, endangered or depleted species can take decades, so while it may not be possible to recover or de-list a species in the near term, progress can be made to stabilize or increase the species population. For some, it is trying to stop a steep decline, while for others it is trying to increase their numbers. For FY 2014, this measure tracks 84 species designated as threatened, endangered, or depleted.						
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	22	25	28	28	27	28 (84)	34 (74)	34 (91)
Actual	25	29	29	29	30	37 (84)		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Stable							
Adjustments to targets	Targets have been adjusted to reflect the decrease in the number of listed species due to the consolidation of 17 whale stocks into 5 whale species. After this consolidation, the 37 actual for FY 2014 drops to 34, so the target of 34 for FY 2015 does not represent a decrease in performance.						
Notes	Additional species listings cause the total number of listed species to increase from 74 to 91 in FY 2016.						

Indicator	Percentage of milestones met for Find It - Connect It							
Bureau	**Census**							
Description	Describe the indicator including how the indicator reflects the bureau's program. It may be that there are significant changes between years as a result of additional funding in a given year. Note that change in the description.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						100%	100%	100%
Actual						100%		
Status						Met		
Trend	Not enough data							

Indicator	Cost efficiency of 2020 decennial census							
Bureau	**Census**							
Description	Due to the nature of this program, it is important to track long-term quality, cost, and delivery schedule goals. The Census Bureau has embarked on a multi-year research and testing program focused on major innovations to the design of the census and oriented around major cost drivers. This Indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.2 to "Improve data-based services, decision-making, and data sharing within the Department and with other parts the federal government."							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						Two field tests that will inform cost and quality goals for the 2020 Census	Preliminary design for key components of the 2020 Census to achieve cost and quality goals	1) Approaches are selected for supporting non-English languages for the 2020 Census 2) Conduct feasibility test(s) of consolidation of field operations 3) Conduct testing of Group Quarters operational design 4) Conduct tests of Coverage Measurement Program
Actual						Completed		
Status						Met		
Trend	Not enough data							

Supporting Indicators

Indicator	Number of foreign government officials trained on best practices to protect and enforce intellectual property							
Bureau	**USPTO**							
Description	The Global Intellectual Property Academy (GIPA) offers training programs on protection, utilization and enforcement of IP rights, patents, trademarks, and copyrights. It is through the GIPA training programs that the USPTO is instrumental in achieving its objectives of advancing IP right policies and halting IP theft.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						4,300	6,300	6,500
Actual			4,338	9,217	7.078	4,960		
Status						Exceeded		
Trend	Varying							
Actions to be taken / Future Plans	Continue to promote the protection and enforcement of IP of American innovators and creators on both the domestic and international levels.							
Notes	The USPTO is authorized by statute to provide guidance, to conduct programs and studies, and to interact with IP offices worldwide and with international intergovernmental organizations on matters involving IP.							

Indicator	Citation impact of NIST-authored publications							
Bureau	**NIST**							
Description	This indicator demonstrates that NIST consistently produces useful and relevant scientific and technical publications and is outcome-oriented. 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. Publications typically lag by a minimum of two years due to the time needed for research, writing, journal peer review, and publication processes.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	1.10	1.10	1.10	1.10	1.10	1.50	1.50	1.50
Actual	1.76	1.77	2.10	1.93	1.93	*		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded			
Trend	Positive							
Notes	* The FY 2014 actual for this measure will lag at least six months.							
Information Gaps	Due to the ever-changing nature of research and publication, and continual updating of the dataset used to generate these metrics, the actuals for any given year are subject to change.							

Indicator	Trademark first action pendency (months)							
Bureau	**USPTO**							
Description	This measure reflects the timeliness of the first office action as measured from the date of application filing (or notification date for 66(a) filings) to the first office action in months.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	2.5 – 3.5	2.5 – 3.5	2.5 – 3.5	2.5 – 3.5	2.5 – 3.5	2.5 – 3.5	2.5 – 3.5	2.5 – 3.5
Actual	2.7	3.0	3.1	3.2	3.1	3.0		
Status	Met	Met	Met	Met	Met	Met		
Trend	Stable							
Actions to be taken / Future Plans	Filings of new applications are expected to increase on average by about five to seven percent year over year. To handle the expected increase in workloads, the Office plans to increase examination staff by a net total of 23 new examining attorney positions, and 12 new supporting staffers. Offsetting the incremental costs, the Office expects to manage overtime usage due to timely hiring and by setting appropriate levels of production incentives.							
Notes	Trademark applicants have requested first action pendency within 2.5 to 3.5 months as optimal for meeting their needs.							

Indicator	Number of webinars conducted and enhancements to the Census Bureau's OnTheMap for Emergency Management website							
Bureau	**Census**							
Description	OnTheMap for Emergency Management (OTM-EM) is a public data tool that provides unique detail on the workforce, for U.S. areas affected by hurricanes, floods, and wildfires, in real time. To provide users with the latest information available, OnTheMap for Emergency Management automatically incorporates real time data updates from the National Weather Service, Departments of Interior and Agriculture, and other agencies for hurricanes, floods, and wildfires. This indicator supports the Department of Commerce's Environment goal to "Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment." It specifically supports objective 3.2 to "Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation."							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						Two webinars or training showing emergency and city planners how to navigate OTM-EM; and 2) Two enhancements to OTM-EM	Two webinars or training showing emergency and city planners how to navigate OTM-EM; and 2) Two reviews of user feedback on enhancements to OTM-EM	Two webinars or training showing emergency and city planners how to navigate OTM-EM; and 2) Two reviews of user feedback on enhancements to OTM-EM
Actual						Completed		
Status						Met		
Trend	Not enough data							

Indicator	Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management							
Bureau	NOAA							
Description	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.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	41	42	45	55	63	69	73	78
Actual	41	42	55	58	63	69		
Status	Met	Met	Exceeded	Exceeded	Met	Met		
Trend	Positive (cumulative), Stable (per year)							
Adjustments to targets	Targets for FY 2016 and beyond are being adjusted based on the FY 2015 budget submission.							

Indicator	Fish stock sustainability index (FSSI)							
Bureau	NOAA							
Description	The FSSI tracks the rebuilding and maintaining of fish stocks at sustainable levels, along with critical components of NOAA's efforts to achieve outcomes, such as managing fish harvest rates and increasing knowledge about the status of fish stocks. It is calculated by assigning a score between 0 and 4 to each of 230 stocks selected for their importance to commercial and recreational fisheries and then adding the scores together. For more information: http://www.nmfs.noaa.gov/sfa/statusoffisheries/SOSmain.htm.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	548.5	580.0	586.0	603.5	617.0	645.5	647.5	N/A
Actual	565.5	582.5	587.0	606.0	618.5	640.5		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Not Met		
Trend	Positive							
Explanation (if not met in FY 2014)	The index gained six points due to stock status improvements, but then lost six points due to unanticipated declines in other stocks. The largest of these was the reversion to unknown status of bonnethead shark, which caused its score to drop from 4 to 0. In addition, two stocks in the Gulf of Mexico became subject to overfishing, and two stock assessments were delayed.							
Actions to be taken / Future Plans	Annual catch limits for the two stocks newly subject to overfishing will be set using this data. This measure is being replaced by the Revised FSSI (see below) starting in FY 2015.							

Indicator	Revised Fish stock sustainability index (FSSI)							
Bureau	NOAA							
Description	The FSSI tracks the status of fish stocks at sustainable levels in relation to fishing mortality and biomass reference points supporting the policy established by Congress in the MSA, that fishing resources be managed so they can produce the maximum sustainable yield. The revised Index includes important domestic U.S. commercial and recreational stocks subject to the MSA requirement to have Annual Catch Limits. It will be calculated by assigning a score between 0 and 4 to each stock, then converting the scores to a 1,000-point scale by dividing the sum of all the individual scores by the maximum possible score and then multiplying by 1,000. This will be phased in with the intention of being introduced in FY 2015 and fully utilized by FY 2016.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target						760	749	770
Actual					742	746		
Status						Not Met		
Trend	Not enough data							
Explanation (if not met in FY 2014)	Some expected improvements to stock status did not occur, mainly due to two delayed stock assessments, while some unexpected deterioration in stock status did occur. In particular, one stock with a score of 4 reverted to unknown status due to an unsuccessful assessment, reducing its score to 0, and two stocks became subject to overfishing. Also, the increase in the number of stocks in the index from 197 to 199 as the result of two stocks being split caused a score reduction of eight points. The shortfall is larger for FSSI 2.0 (revised) than for the original in part because some of the improvements in stock status were of international stocks, which are not included in the revised measure, and also because of the denominator increase.							
Actions to be taken / Future Plans	Annual catch limits for the two stocks newly subject to overfishing will be set using this data.							
Adjustments to targets	Targets have been revised to reflect the FY 2014 results as well as revisions to the assessment schedule.							
Notes	The number of stocks included in the index increased from 197 to 199 between FY 2014 and FY 2015 due to the splitting of two shark stocks into four.							

Indicator	Number and percentage of recovery actions ongoing or completed							
Bureau	NOAA							
Description	This indicator tracks progress of ongoing or completed recovery actions (including Priority 1 actions needed to prevent extinction) included in NMFS approved recovery plans for species listed as threatened or endangered under ESA. Recovery actions are those actions found to be necessary to remove species from the ESA. Actions may include items that can be completed in a year or other actions, including monitoring, that may take many years to complete or be ongoing. Recovery of threatened or endangered species is a gradual process that can take decades, and completed recovery actions can show incremental progress made in achieving recovery.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target					1,875 / 44.6%	1,979 / 44.4%	2,070 / 46.2%	2,119 / 47.3%
Actual				1,862 / 44.3%	1,897 / 45.1%	2,013 / 45.2%		
Status					Exceeded	Exceeded		
Trend	Not enough data							
Adjustments to targets	Targets were adjusted to reflect FY 2014 results.							
Notes	The total number of actions increased from 4,457 to 4,482 in FY 2015 due to the addition of a new recovery plan.							

Other Indicators (EDA, MBDA, NOAA and CENSUS)

Indicator	Jobs Created / Retained – 9 tear totals							
Bureau	*EDA*							
Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	56,500	72,000	57,800	45,800	44,853	36,386	35,097	33,141
Actual	45,866	66,527	56,058	12,675	33,088	33,822		
Status	Not Met	Met	Met	Not Met	Not Met	Met		
Trend	Varying							
Notes	Measurement year is nine years after the award was granted. FY 2016 targets reflect expected outcomes of projects funded by EDA in FY 2007							

Indicator	Private Investment Leveraged - 9 year totals (in millions)							
Bureau	*EDA*							
Description	The formula-driven calculation projects investment data at 3, 6, and 9 year intervals from the investment award. The formula is based on a study done by Rutgers University, which compiled and analyzed the performance of EDA construction investments after 9 years. This approach was reviewed and validated by third-party analysis conducted by Grant Thornton in 2008. Based on this formula and a review of EDA's historical results, EDA estimates that 40% of the 9-year projection would be realized after 3 years, 75% after 6 years, and 100% after 9 years.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	$2,040	$2,410	$1,940	$1,620	$1,637	$1,349	$1,324	$1,293
Actual	$2,210	$2,758	$3,960	$1,593	$3,466	2,958		
Status	Exceeded	Exceeded	Exceeded	Met	Exceeded	Exceeded		
Trend	Varying							
Notes	Measurement year is nine years after the award was granted. FY 2016 targets reflect expected outcomes of projects funded by EDA in FY 2007							

Indicator	Minority Business Contracts Awarded (billions)							
Bureau	*MBDA*							
Description	44 MBDA Business Centers provide business development assistance to make minority businesses more competitive for business contracts. MBDA Business Centers assisting minority businesses to execute contracts for goods and services report the contract value in MBDA's performance database. The total minority contract assistance is the sum of the contract amounts across all centers.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	$0.9	$1.0	$1.1	$1.1	$1.1	$2.0	$2.0	$2.0
Actual	$2.1	$1.5	$2.1	$2.2	$3.2	$4.2		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Adjustments to targets	Targets for FY 2017 will increase 25% incident to program increases initiated in FY 2016.							

Indicator	Minority Business Financing Awarded (billions)							
Bureau	*MBDA*							
Description	44 MBDA Business Centers provide business development assistance to make minority businesses more competitive for business business financing. MBDA Business Centers assisting minority businesses to acquire financing report the financing value in MBDA's performance database. The total minority financing assistance is the sum of the business financing value across all centers.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	$0.5	$0.6	$0.9	$0.9	$0.9	$1.0	$1.0	$1.0
Actual	$0.9	$1.8	$1.8	$1.4	$1.5	$1.7		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Adjustments to targets	Targets for FY 2017 will increase 75% incident to program increases initiated in FY 2016.							

Indicator	Severe Weather Warnings Tornados - Storm Based Lead Time (Minutes), Accuracy (%), and False Alarm Rate (%)							
Bureau	*NOAA*							
Description	The lead time for a tornado warning is the difference between the time the warning was issued and the time the tornado affected the area for which the warning was issued. The lead times for all tornado occurrences within the U.S. are averaged to get this statistic for a given fiscal year. This average includes all warned events with zero lead times and all unwarned events. Accuracy is the percentage of time a tornado actually occurred in an area that was covered by a tornado warning. The difference between the accuracy percentage figure and 100% represents the percentage of events occurring without warning. Tornado Warning Lead Time for an individual event is not available to an accuracy of half a minute of a report indicating a tornado has touched down. Although NOAA records the timing of the warning transmission to the nearest second, NOAA rarely has more than an estimate to the nearest minute of the time a tornado touches down. While NOAA can compute the average tornado warning lead time to a precision of 30 second increments or less, the reporting of this value implies greater accuracy in the data than currently exists. The annual variation of tornado warning lead time is more closely tied to the variation in storm type than in the performance. Generally, long track tornadic supercell storms are easier to detect and track than tornadoes that develop in squall lines or tropical storms. Changes in performance can be detected over a period of several years, and are better measured to an accuracy of minutes.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Lead Time (min)								
Target	12	12	12	13	13	13	13	13
Actual	11	14	15	11	9	9		
Status	Met	Exceeded	Exceeded	Not Met	Not Met	Not Met		
Accuracy (%)								
Target	69	70	70	72	72	72	72	72
Actual	65	71	75	69	57	60		
Status	Met	Exceeded	Exceeded	Met	Not Met	Not Met		
Trend	Varying							

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Indicator	Severe Weather Warnings Tornados - Storm Based Lead Time (Minutes), Accuracy (%), and False Alarm Rate (%) (cont)
Bureau	NOAA
Explanation (if not met in FY 2014)	Although NWS missed the FY 2014 goals for Tornado Warning Lead Time and Tornado Warning Accuracy for the first time in the last 10 years, NOAA exceeded its Tornado Warning False Alarm Rate Goal. Missing the Tornado Warning Lead Time and Tornado Warning Accuracy goals in FY 2014 can be attributed to a general lack of organized convection. In comparison to an average year where the Nation experiences an average of 1,461 tornadoes (average for FY 2008-FY 2013), FY 2014 had a total of 1,027 tornadoes. The tornadoes in FY 2014 were fewer long track, violent supercell tornadoes, and percentage-wise were more weak short-lived tornadoes. The Nation experience had less than 65% of the number of tornadoes occurring in an average year, and less than 40% of the number of tornadoes that occurred in FY 2011 when NWS last exceeded Tornado Warning Lead Time and Tornado Warning Accuracy goals.
Actions to be taken / Future Plans	Automated Volume Scan Evaluation and Termination (AVSET), an advanced radar scanning method, has been implemented at all NEXRAD Dual Pol radar sites. AVSET can shorten scan time and give forecasters more information about developing tornado signatures nearer to the ground especially when storms are farther away from the radar location. Additionally, NOAA plans to deploy Supplemental Adaptive Intra-Volume Low-Level Scan (SAILS) in FY 2014. SAILS, scanning method used during severe weather, in combination with AVSET will further increase frequency of low-to-the ground Dual Pol radar scans.

Indicator	Severe Weather Warnings for Flash Floods - Lead Time (minutes) and Accuracy (%)							
Bureau	NOAA							
Description	For each reported flash flood event, the flash flood warning lead-time is the difference in minutes between the issuance of a flash flood warning and the onset of a geographically corresponding flash flood event. The lead-times for all flash flood events, within the United States and territories served by the National Weather Service, are averaged to calculate the national average flash flood warning lead-time metric for a given fiscal year. This average includes all warned events with zero lead times and all unwarned events. The flash flood warning accuracy (probability of detection for storm-based warnings) represents the percentage, in both space and time, for which a flash flood event was warned. Both flash flood warning lead-time and accuracy metrics are cumulative over the fiscal year and, when reported prior to the end of the year, represent the year-to-date performance.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Lead Time (min)								
Target	49	38	38	42	58	60	61	61
Actual	66	72	73	53	63	55		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Met		
Accuracy (%)								
Target	90	72	72	74	74	74	76	76
Actual	91	80	80	76	78	78		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Varying							

Indicator	Severe Weather Warnings for Flash Floods - Lead Time (minutes) and Accuracy (%) (cont)
Bureau	NOAA
Actions to be taken / Future Plans	NOAA anticipates future performance improvements from: • effective use of advanced data from Next-Generation Radar (NEXRAD), which were upgraded with a dual-polarization capability in FY 2013; • implementation of the enhanced NEXRAD Product Improvement (NPI) algorithm and associated enhancement to quantitative precipitation estimation and forecast software including MultiSensor Precipitation Estimator (MPE), and High-Resolution Precipitation Estimator and Nowcaster (HPE/HPN) in FY2015; • implementation of new water resource capabilities including distributed hydrologic modeling, which provides streamflow predictions at locations without water gages; and continued training on precipitation estimation techniques, software enhancements and water resources modeling capabilities, and decision support.

Indicator	Hurricane Forecast Track Error (48-Hour)							
Bureau	NOAA							
Description	The public, emergency managers, and government institutions at all levels in this country and abroad, and the private sector use NOAA tropical cyclone forecasts to make decisions on life and property. A tropical cyclone is a rotating, organized system of clouds and thunderstorms that originates over tropical or subtropical waters and has a closed low-level circulation. This goal measures the difference between the projected location of the center of these storms and the actual location in nautical miles (nm) for the Atlantic Basin. The targets are computed by averaging the differences (errors) for all the 48-hour forecasts occurring during the calendar year. This measure can show significant annual volatility based on the frequency and type of hurricanes that occur in a given season. Projecting the long-term trend, and basing out-year goals on that trend, is preferred over making large upward or downward changes to the targets each year.							
	CY 2009	**CY 2010**	**CY 2011**	**FY 2012**	**CY 2013**	**CY 2014**	**CY 2015**	**CY 2016**
Target	108	107	106	84	83	81	80	78
Actual	70	89	71	69	103	77**		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Not Met	Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	The Hurricane Forecast Improvement Project (HFIP) has made significant progress towards the development of a next generation hurricane forecast system (HFS). Components of this HFS, such as global data assimilation system and improvements to the Weather Research and Forecasting model for Hurricanes (HWRF), have been transitioned to operations. NWS anticipates meeting HFIP goals of 20% improvement for both track and intensity in a demonstration mode using the prototype hurricane forecast system by the end of the 2015 hurricane season. The current prototype hurricane forecast system already supports track goals, but additional development and testing is needed to reliably achieve intensity goals.							
Notes	** These values do not encompass the entire Calendar Year 2014 Hurricane Season which spans from June 1, 2014 and ends on November 30, 2014. CY 2014 GPRA preliminary values will be available in January 2015 and final values will be available in February 2015							

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Indicator	Hurricane Forecast Intensity Error (48 hour)							
Bureau	*NOAA*							
Description	This indicator represents the difference between the projected intensity and the actual intensity in knots (kt) for Atlantic Basin tropical cyclones (i.e., tropical depressions, tropical storms, and hurricanes). The measure is validated by computing the average difference (error) for all the 48-hour forecasts occurring during a calendar year. This indicator can show significant annual volatility. Projecting the long-term trend (over a decade or more) and basing out-year goals on that trend is preferred over making upward or downward changes to the targets on an annual basis.							
	CY 2009	**CY 2010**	**CY 2011**	**CY 2012**	**CY 2013**	**CY 2014**	**CY 2015**	**CY 2016**
Target	13	13	13	15	12	12	10	9
Actual	18	16	14	12	10.5	14**		
Status	Not Met	Not Met	Not Met	Exceeded	Exceeded	Not Met**		
Trend	Stable with variability							
Explanation (if not met in FY 2014)	**These values do not encompass the entire Calendar Year 2014 Hurricane Season which spans from June 1, 2014 and ends on November 30, 2014. CY 2014 GPRA preliminary values will be available in January 2015 and final values will be available in February 2014. A detailed analysis of the CY 2014 season including an explanation for the GPRA not being met has not yet been completed. This information will be available in January 2015.							
Actions to be taken / Future Plans	See previous indicator.							

Indicator	Accuracy (%) (Threat Score) of Day 1 Precipitation Forecasts							
Bureau	*NOAA*							
Description	This indicators tracks the ability of the weather forecasters of NOAA's Hydrometeorological Prediction Center (HPC) to predict accurately the occurrence of one inch or more of precipitation (rain or the water equivalent of melted snow or ice pellets) twenty-four hours in advance across the contiguous U.S. The HPC focuses on relatively heavy amounts of precipitation, usually a half inch or more in a 24-hour period (short-term flood and flash flood warnings), because of the major safety and economic impacts such heavy precipitation can have in producing flooding, alleviating drought, and affecting river navigation.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	29	30	30	31	31	32	32	33
Actual	29	35	34	33	33	33		
Status	Met	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	The following actions are being undertaken to meet out-year goals for this measure: 1) NOAA Weather and Climate Operational Supercomputer System will be upgraded in its computational speed and memory storage capabilities allowing the running of more sophisticated numerical modeling systems of the hydrosphere; 2) During the next several years, NWS will implement a number of numerical weather prediction enhancements aimed at improving heavy precipitation forecasts, including increasing numerical model resolution, increasing the number of ensemble forecast members for both short- and medium-range forecast models, and improving the assimilation of satellite and other observational data used as the starting point for the numerical forecasts; and 3) Improved training on the use of new model information will assist forecasters in making improved precipitation predictions.							

Indicator	Winter Storm Warnings - Lead Time (Hours) and Accuracy (%)							
Bureau	**NOAA**							
Description	A winter storm warning provides NOAA customers and partners advanced notice of a hazardous winter weather event that endangers life or property, or provides an impediment to commerce. Winter storm warnings are issued for winter weather phenomena like blizzards, ice storms, heavy sleet, and heavy snow. This performance indicator measures the accuracy and advance warning lead time of winter storm events. Improving the accuracy and advance warnings of winter storms enables the public to take the necessary steps to prepare for disruptive winter weather conditions.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Lead Time (hrs)								
Target	15	15	15	19	20	20	20	20
Actual	18	21	20	18	22	22	N/A	
Status	Exceeded	Exceeded	Exceeded	Met	Exceeded	Exceeded		
Accuracy (%)								
Target	90	90	90	90	90	90	90	90
Actual	90	88	83	89	89	89		
Status	Met	Met	Not Met	Not Met	Met	Met		
Trend	Positive							
Actions to be taken / Future Plans	Improvement to Weather Research and Forecasting (WRF) model resolution will enable improved winter storm prediction. Action included follow. • Implementation advanced ensemble modeling techniques providing probabilistic information applicable to issuing winter storm warnings. • Effective use of advanced data from Next-Generation Radar (NEXRAD), which was upgraded with dual-polarization capability in FY 2013.Improved use of satellite data, and access to Terminal Doppler Weather Radar (TDWR) data which will enables forecasters to observe the formation and dissipation of mesoscale snow bands, which result in locally higher snow accumulation (such as lake effect snow). • NOAA operational Central Computer System will be upgraded in its computational speed and memory storage capabilities allowing the running of more sophisticated numerical modeling systems of the hydrosphere. Improved training on the use of new model information will assist forecasters in making improved predictions.							

Indicator	Marine Wind - Percentage of Accurate Forecasts & Marine Wave Heights - Percentage of Accurate Forecasts							
Bureau	*NOAA*							
Description	These performance indicators measure the accuracy of wind speed and wave height forecasts, which are important for marine commerce. These measures represent the Percentage of Accurate Forecasts, and accuracy is defined in terms of error. For the marine wind forecast, if the error is less than 5 knots, the forecast is accurate. For the wave height forecast, if the error is less than 2 feet, the forecast is accurate. These measures use complex skill scores to analyze individual wind speed and wave height components.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Wind								
Target	69	69	69	71	74	74	75	75
Actual	74	74	75	76	76	78		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Wave Heights								
Target	74	74	74	75	75	76	76	76
Actual	79	76	77	78	81	83		
Status	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded	Exceeded		
Trend	Positive							
Actions to be taken / Future Plans	Improvement efforts for marine forecast include efforts to expand use of local weather models such the Weather Research and Forecast (WRF) model at all marine Weather Forecast Offices. Additionally NOAA's marine program is perusing the use of new marine observations such as regional mesonets, expansion of National Water Level Observation Network (NWLON), Physical Oceanographic Real-Time System (PORTS), and National Data Buoy Center (NDBC) observations that fill in significant data gaps. NOAA continues to focus on forecaster training in the Rip Currents Forecasting, Shallow Water Waves, Wave Life Cycle I and II, Wave Types and Characteristics, and Winds in the Marine Boundary Layer topic areas.							

Indicator	Aviation Forecast Accuracy of Ceiling/Visibility (1 mi/500 ft to less than 3 mi/1000ft) & False Alarm Rate (%)							
Bureau	*NOAA*							
Description	Visibility and cloud ceiling forecasts are critical for the safety of aircraft operation. Accurately forecasting the occurrence of Instrument Flight Rule (IFR) conditions significantly improves general and commercial aviation flight planning capabilities, improving both flight safety and efficiency. The Accuracy or Probability of Detection is the number of times IFR occurs compared to the number of times predicted. For this measure, the false alarm ratio represents the number of times IFR does not occur to the number of times predicted. Greater accuracy and minimized false alarm rates result in safer flights and fewer flight delays; and conversely, poorer accuracy and increased false alarm rates result in a greater incidence of unnecessary flight delays. The forecast frequency of IFR occurrence and the observed frequency of IFR occurrence are within 0.5% of each other, indicating that forecast errors are likely in the timing of onset and duration rather than solely event occurrence.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	64	65	65	65	65	65	65	65
Actual	63	65	63	61	62	62		
Status	Met	Met	Met	Not Met	Not Met	Met		
Trend	Stable							
Actions to be taken / Future Plans	Operational implementation of the High-Resolution Rapid Refresh (HRRR) model facilitated by the larger capacity of NOAA's operational Central Computer System will provide forecasters with improved guidance resulting in skill improvements in the out years.							

Indicator	Number of Habitat Acres Restored							
Bureau	**NOAA**							
Description	NOAA restores habitat areas lost or degraded as a result of development and other human activities, as well as specific pollution incidents and sources. Activities are geared toward NOAA trust resources found across the marine environment, including the Great Lakes region, and supportive of anadromous fish species, which are species of fish that swim in both saltwater and freshwater environments. The intent of this measure is to summarize or project the geographic area over which ecosystem function has been or will be improved as the direct result of habitat restoration efforts.							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	9,000	8,875	8,888	80,007	60,228 (8,228 + 52,000 PCSRF)	40,820 (11,820 program + 29,000 PCSRF)	32,460 (9,460 + 23,000 PCSRF)	45.000 (4,000 + 41,000 PCSRF)
Actual	9,232	6,907	79,381 (15,420 + 63,961 PCSRF)	58,120 (8,242 + 49,878 PCSRF)	46,857	29,407		
Status	Exceeded	Not Met	Exceeded	Not Met	Not Met	Not Met		
Trend	Varying							
Explanation (if not met in FY 2014)	48 projects were delayed. The largest of these—4,500 acres—was completed in October. In addition, three projects for nearly 2,800 acres were terminated, and the acreage for one project fell short of estimates by nearly 2,200 acres.							
Adjustments to targets	The FY 2015 target has been adjusted to reflect FY 2014 results.							

Indicator	Percentage of key data products for Census Bureau programs released on time to support effective decision-making of policymakers, businesses, and the public.							
Bureau	**CENSUS**							
Description	Ensuring that data products are released on schedule is essential. OMB Statistical Directive Number 3 requires that the data for the principle economic indicators be released within prescribed time periods. The impact of not meeting release dates for the economic indicators is much more serious, so two separate targets are noted. This indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.3 to "Foster the private sector's development of new data-based businesses, products and services."							
	FY 2009	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Target	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys
Actual	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys		
Status	Met	Met	Met	Met	Met	Met		
Trend	Positive							

Agency Priority Goals

Priority Goals are a clear statement of the specific, measurable, ambitious near-term priority targets chosen by the senior leaders of major federal agencies. The Priority Goals communicate the performance improvements each agency is trying to accomplish relative to its priorities using existing legislative authority, previously appropriated funds, and funding at levels proposed in the President's FY 2013 Budget. The Priority Goals constitute the priority operational targets the agency will work to accomplish within 18 to 24 months of setting the targets. This distinguishes the Priority Goals from the longer-term targets agencies include in their strategic plans, and the full set of performance goals and measures agencies include in the annual plans and reports required by the Government Performance and Results Act (GPRA). Actual cells are shaded accounting to their status: blue = exceeded, green = met, red = not met.

Goal	PERCENTAGE OF GLOBAL MARKETS CLIENTS THAT ACHIEVED THEIR EXPORT OBJECTIVES					
Bureau	**International Trade Administration (ITA)**					
Overall Description	By September 30, 2015, the Department of Commerce will increase the percentage of companies assisted by Global Markets that achieve their export objectives to 71 percent.					
Performance Indicators	Companies assisted by Global Markets that achieve export objectives		Number of clients assisted by Global Markets		Percentage of clients highly likely to recommend Global Markets	
Specific Descriptions of Indicators	This indicator evaluates Global Markets' effectiveness in helping companies achieve their export objectives. Global Markets will offer U.S. companies a more robust set of capabilities to help them achieve their international exporting goals, whether those goals are to set up an overseas distribution channel; gain easier access to challenging markets; or meet additional foreign buyers for their goods. Global Markets will focus on understanding clients' exporting needs, and providing services to meet those needs. This metric focuses the new Global Markets organization on this top priority while also driving behavior towards client outcomes		This indicator illustrates ITA's reach into the U.S. business community. Historical data indicates that over 75 percent of companies assisted are small and medium–sized enterprises.		This indicator illustrates the level of client satisfaction with Global Markets (GM) and will be used to improve the quality and efficiency of service delivery. This indicator was adopted in FY 2013. These targets were set using government customer satisfaction benchmarks from the American Customer Satisfaction Index (ACSI). ACSI results have hovered between 65-68% over the last five years, making the targets set reasonable ones.	
	Target	Actual	Target	Actual	Target	Actual
FY 2014	69%	73%	22,150	17,593	69%	83%
FY 2015	71%		22,150		71%	

Goal	**ADVANCE COMMERCIALIZATION OF NEW TECHNOLOGIES BY REDUCING PATENT APPLICATION PENDENCY AND BACKLOG**							
Bureau	***United States Patent and Trademark Office (USPTO)***							
Overall Description	By September 30, 2015, the Department 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 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.							
Performance Indictor(s)	Patent First Action Pendency		Patent Total Pendency		Unexamined Patent Application Backlog		Patent Quality Composite Score	
Specific Descriptions of Indicators	Patent first action pendency measures the average time from the Utility, Plant and Reissue (UPR) application filing date to the date of mailing the First Office action. The indicator is based on a three-month rolling time period. This is one of the two primary measures to track timeliness in the Patent organization.		Patent total pendency is the average time in months for a complete review of a UPR patent application, from the filing date to issue or abandonment of the application. The indicator based on a three-month rolling time period. This is one of the two primary measures to track timeliness in the Patent organization. Requests for Continued Examination (RCEs) are not included.		The unexamined patent application backlog is the number of new utility, plant, and reissue (UPR) patent applications in the pipeline at any given time which are awaiting a First Office Action by the patent examiner. Continuation, continuation-in-part, and divisional applications are included in the total.		This indicator is a weighted combination of the following seven components: 1) final disposition compliance rate; 2) in-process compliance rate; 3) pre First Action on the Merits (FAOM) search review; 4) complete FAOM search review; 5) quality index report; 6) external quality survey; and 7) internal quality survey. .	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
FY 2013	18.0	18.2	30.1	29.1	574,100	584,998	65-73	71.9
FY 2014	17.4	18.4	26.7	27.4	593,700	605,646	83-91	75
FY 2015	15.7		26.4		534,900		100	
FY 2016	14.6		24.6		484,495			[1]

1 USPTO (with its stakeholders) will evaluate and refine the parts of this indicator.

GOAL	EXPAND BROADBAND SERVICE TO COMMUNITIES				
Bureau	*National Telecommunications and Information Administration (NTIA)*				
Overall Description	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 118,000 miles. When this goal is achieved, BTOP will connect 23,500 community anchor institution and will add 670,000 new household and business subscribers to broadband service.				
Performance Indicators	Miles of broadband networks deployed (Infrastructure Projects)		Community anchor institutions connected (Infrastructure Projects)		New household and business subscribers to broadband
Specific Descriptions of Indicators	BTOP funded projects that provide broadband service in unserved areas and enhance broadband service in underserved areas of the United States. The BTOP portfolio of projects initially included 123 infrastructure projects totaling $3.5 billion in federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. BTOP infrastructure projects are deploying a variety of technologies and approaches to enhance the Nation's broadband capabilities. This measure's target is the number of miles of network (e.g., fiber, microwave) deployed using BTOP funding. The American Recovery and Reinvestment Act (ARRA) provided all of BTOP's grants funding.		ARRA places a high priority on deploying and enhancing broadband capabilities for community anchor institutions such as libraries, hospitals, schools, and public safety entities. The BTOP portfolio of projects initially included 123 infrastructure projects totaling $3.5 billion in federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. This measure's target is the number of anchor institutions connected with new or improved broadband capabilities. ARRA provided all of BTOP's grants funding.		The BTOP portfolio of projects initially included 44 sustainable broadband adoption (SBA) projects totaling $250.7 million in federal grant funds to support innovative projects that promote broadband adoption, especially among vulnerable population groups where broadband technology traditionally has been underutilized. This measure's target is the number of new household and business subscribers to broadband generated by projects funded through the BTOP SBA category of funding, as reported by awardees.
	Target	Actual	Target	Actual	Target	Actual
FY 2013	100,000	111,400	18,000	20,325	600,000	629,175
FY 2014	115,000	113,555	23,000	25,391	670.000	736,489
FY 2015	118,000		23,500			N/A[1]

1. NTIA achieved its final target in FY 2014. Therefore, it does not have a FY 2015 target for this indicator.

GOAL	IMPROVE FORECASTING ACCURACY AND LEAD TIMES FOR SEVERE WEATHER					
Bureau	**National Oceanic and Atmospheric Administration (NOAA)**					
Overall Description	By September 30, 2015, the Department of Commerce will improve its overall weather forecast model accuracy to 9 days which will enable more accurate, consistent, longer lead time for specific weather event forecasts and warnings.					
Performance Indicators	Global Forecast Skill (GFS) 500 hPA Anomaly Correlation Length of Forecast Considered Accurate		High Performance Computing Capacity		Hurricane Forecast Track Error	
Specific Descriptions of Indicators	The 500 hPA anomaly correlation is a proxy for skill of the GFS and computed over the range of forecast days into the future. The forecast length where the value drops to 0.6 indicates the point at which a forecast loses useful skill. Target measure is in days.		A "Game Changer" in terms of being able to provide consistent, accurate forecasts with more lead time is the upgrade to the Weather and Climate Operational Supercomputing System (WCOSS). This effort focuses on upgrading WCOSS to exceed 1 Peta Floating-Point Operations Per Second (PFLOPS)		Improvements in the GFS allows for better information input for regional and local scale weather models that provide accurate information about the formation and movement of high impact storms, such as hurricanes. The updates to Hurricane Weather Research Forecast will improve hurricane track and intensity forecasts. Metric computed once a year in Q2 of the FY, after the hurricane season concludes (Hurricane Forecast Track – 48 hr Error – nautical miles)	
	Target	Actual	Target	Actual	Target	Actual
FY 2014	8	TBD[1]	200	200	81	77[2]
FY 2015	9				80	
FY 2016					78	
FY 2017					77	

1. Not available until the end of the second quarter in FY 2015
2. This value is a projected total since the Hurricane Season spans from June 1, 2014 and ends on November 30, 2014. Preliminary values will be available in January 2015 and final values will be available in February 2015.

GOAL	CONFIRM ELIMINATION OF OVERFISHING	
Bureau	**National Oceanic and Atmospheric Administration (NOAA)**	
Overall Description	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).	
Performance Indicator	Number of domestic stocks listed as subject to overfishing as of June 30, 2013 for which the annual catch does not exceed the overfishing limit (OFL) in any fishing year	
Description	NOAA Fisheries will compare annual catch estimates to OFL for the 21 domestic stocks that were subject to overfishing as of June 30, 2013. In FY 2015, NOAA will track the 2014 fishing year catch only for the stocks that exceeded the OFL in the 2013 fishing year.	
	Target	Actual
FY 2014	11	11

Resources

The following table shows the Department's resources (obligations) and Full-Time Equivalent Employees (FTEs) by Strategic Goal, and within each goal by bureau, for FY 2014 – FY 2016. FY 2014 amounts are as of September 30, 2014. FTE and Obligations (including Direct, Reimbursable and Working Capital Fund amounts) are amounts as reported in each bureau's chapter of the Budget in Brief. These amounts were verified via each bureau's Annual Performance Plan / Annual Performance Report section of their FY 2016 Congressional Budget submission. FY 2014 resource amounts reflect end of year FTE and actual obligations (as of September 30, 2014) whereas FY 2015 and FY 2016 levels reflect projected obligation and FTE amounts with FY 2015 being enacted levels and FY 2016 being President's Budget request levels.

FY 2014 – FY 2016 Resources and FTE by Strategic Goal

		FY 2014 Actuals		FY 2015 Enacted		FY 2016 President's Budget	
		Actual Obligations	Actual FTE	Projected Obligations	Projected FTE	Projected Obligations	Projected FTE
Goal 1: Trade and Investment							
	EDA	$69.2	41	$68.1	51	$69.1	56
	CENSUS	10.2	79	11.2	86	$11.4	86
	ITA	486.2	1,666	514.5	1,832	531.3	1,867
	BIS	101.5	365	102.5	392	115.1	416
	USPTO	49.5	131	62.5	165	67.4	190
	NTIA	1.4	11	3.8	15	7.0	20
Subtotal, Trade and Investment		$718.0	2,293	$762.6	2,541	$801.3	2,635
	% of Total	5.8%	5.8%	5.7%	5.8%	5.6%	5.8%
Goal 2: Innovation							
	EDA	$166.2	97	$165.3	123	$168.6	134
	CENSUS	8.1	25	9.9	31	9.9	31
	MBDA	27.7	56	30.0	70	30.0	70
	USPTO	2,948.0	11,763	3,268.3	12,755	3,431.5	13,124
	NIST	994.6	3,031	1,090.4	3,215	1,226.7	3,323
	NTIA	85.2	304	99.7	439	84.8	470
Subtotal, Innovation		$4,229.8	15,276	$4,663.6	16,633	$4,951.5	17,152
	% of Total	34.0%	38.4%	35.2%	37.9%	34.3%	37.8%
Goal 3: Environment							
	EDA	$40.1	24	$37.3	31	$39.7	34
	CENSUS	0.6	2	0.4	1	0.4	1
	NOAA	5,908.2	11,997	5,978.1	12,929	6,464.8	12,919
	NIST	17.6	36	24.3	37	34.3	50
Subtotal, Environment		$5,966.5	12,059	$6,040.1	12,998	$6,539.2	13,004
	% of Total	47.9%	30.3%	45.5%	29.6%	45.4%	28.7%

	FY 2014 Actuals		FY 2015 Enacted		FY 2016 President's Budget	
	Actual Obligations	Actual FTE	Projected Obligations	Projected FTE	Projected Obligations	Projected FTE
Goal 4: Data						
CENSUS	$1,233.3	8,673	$1,432.6	10,136	$1,774.4	10,868
ESA	97.2	477	100.0	506	113.8	533
NIST	2.0	3	0.5	1	0.8	1
NTIS	109.6	99	169.6	150	122.0	150
Subtotal: Data	$1,442.1	9,252	1,702.7	10,793	2,011.0	11,552
% of Total	11.6%	23.2%	12.9%	24.5%	13.9%	25.5%
Goal 5: Operational Excellence						
DM	$55.5	771	$56.0	787	$71.0	807
OIG	35.6	141	39.9	173	44.5	192
Subtotal, Operational Excellence	$91.1	912	$95.9	960	$115.5	999
% of Total	0.7%	2.3%	0.7%	2.2%	0.8%	2.2%
TOTAL, DoC	$12,447.5	39,792	$13,264.9	43,925	$14,418.5	45,342

FY 2016 Resources and FTE by Bureau

Bureau	Projected Obligations	% of Tot		Bureau	Projected FTE	% of Tot
NOAA	$6,464.8	44.8		USPTO	13,314	29.4
USPTO	3,498.9	24.3		NOAA	12,919	28.5
CENSUS	1,796.3	12.5		CENSUS	10,986	24.2
NIST	1,261.8	8.8		NIST	3,374	7.4
ITA	531.3	3.7		ITA	1,867	4.1
EDA	277.4	1.9		DM	807	1.8
NTIS	122.0	0.8		ESA	533	1.2
BIS	115.1	0.8		NTIA	490	1.1
ESA	113.8	0.8		BIS	416	0.9
NTIA	91.8	0.6		EDA	224	0.5
DM	71.0	0.5		OIG	192	0.4
OIG	44.5	0.3		NTIS	150	0.3
MBDA	30.0	0.2		MBDA	70	0.2
TOTAL	$14,418.5			TOTAL	45,342	

Department of Commerce – Locations[1]
(as of September 30, 2014)

The Department is headquartered in Washington, D.C., at the Herbert Clark Hoover Building and had approximately 45,000 employees as of October 1, 2014. The Department also has field offices in all states and territories and maintains offices in 65 countries worldwide. The following tables show the locations of the Department's employees. *Note that staff levels (as opposed to FTE levels shown on the previous pages) are based on an Office of Human Resources (OHRM) report showing locations throughout the U.S and the world*.

	STAFF	% OF TOTAL
DC Metropolitan Area (includes all of Washington, D.C and parts of Maryland (10,577), Virginia (10,213) and West Virginia (5))	23,916	52.6
Outside DC area (includes parts of Maryland (467), Virginia (608) and West Virginia (100))	21,156	46.6
Territories (American Samoa, Antarctica, Guam, N. Mariana Islands & Puerto Rico)[2]	133	0.3
Other Nations	227	0.5
Total	45,432	

1. For these charts, DC is considered to be a state.
2. Only NOAA (76), Census (55), and ITA (2) have employees in the Territories.

Department of Commerce Staff – States and Territories
(as of September 30, 2014)

RK	STATE	STAFF	% of TOTAL	RK	STATE	STAFF	% of TOTAL	RK	STATE	STAFF	% of TOTAL	RK	STATE	STAFF	% of TOTAL
1	Maryland	11,044	24.4	15	Illinois	543	1.2	29	Wisconsin	238	0.5	42	South Dakota	127	0.3
2	Virginia	10.821	24.0	16	Alaska	542	1.2	30	Alabama	226	0.5	44	Arkansas	121	0.3
3	District of Columbia	3,121	6.9	16	Arizona	542	1.2	31	Tennessee	210	0.5	45	West Virginia	105	0.2
4	California	1,656	3.7	18	Missouri	486	1.1	32	Kansas	190	0.4	46	New Hampshire	104	0.2
5	Indiana	1,445	3.2	19	Oregon	460	1.0	33	Kentucky	187	0.4	47	North Dakota	103	0.2
6	Colorado	1,215	2.7	20	Hawaii	456	1.0	34	Nevada	171	0.4	48	Rhode Island	101	0.2
7	Florida	1,208	2.7	21	Georgia	449	1.0	35	Montana	167	0.4	49	Wyoming	84	0.2
8	Washington	1,187	2.6	22	South Carolina	412	0.9	36	Utah	152	0.3	50	Puerto Rico	83	0.2
9	Texas	1,013	2.2	23	Oklahoma	391	0.9	37	Connecticut	145	0.3	51	Vermont	79	0.2
10	New York	880	2.0	24	New Jersey	381	0.9	38	Maine	144	0.3	52	Delaware	54	0.1
11	Massachusetts	658	1.5	25	Ohio	343	0.8	39	New Mexico	139	0.3	53	Guam	27	0.1
12	North Carolina	596	1.3	26	Mississippi	332	0.7	40	Nebraska	135	0.3	54	Amer Samoa	19	0.0
13	Pennsylvania	565	1.2	27	Louisiana	273	0.6	41	Idaho	132	0.3	55	Antarctica	2	0.0
14	Michigan	544	1.2	28	Minnesota	253	0.6	42	Iowa	127	0.3	55	N. Mar Islands	2	0.0

Department of Commerce Employees – Other Nations[1]

(as of September 30, 2014)

REGION / NATION	STAFF	% of Other Nations	REGION / NATION	STAFF	% of Other Nations	REGION / NATION	STAFF	% of Other Nations	REGION / NATION	STAFF	% of Other Nations
EUROPE	**47**	**20.7**	**AMERICAS**	**43**	**18.9**	**SOUTH ASIA AND MIDDLE EAST**	**35**	**15.4**	**NORTHEAST ASIA**	**57**	**25.1**
Austria	1	0.4	Argentina	2	0.9				China	32	14.1
Belgium	6	2.6	Brazil	13	5.7	Afghanistan	2	0.9	Hong Kong	3	1.3
Bulgaria	1	0.4	Canada	7	3.1	India	12	5.3	Japan	11	4.8
France	3	1.3	Chile	2	0.9	Iraq	1	0.4	South Korea	6	2.6
Germany	3	1.3	Columbia	3	1.3	Israel	2	0.9	Taiwan	5	2.2
Greece	1	0.4	Dominican Republic	2	0.9	Jordan	1	0.4			
Hungary	1	0.4	El Salvador	2	0.9	Kazakhstan	1	0.4	**SOUTHEAST ASIA & AUSTRALIA**	**26**	**11.5**
Italy	4	1.8	Guatemala	1	0.4	Kuwait	2	0.9	Australia	3	1.3
Netherlands	1	0.4	Mexico	8	3.5	Pakistan	1	0.4	Indonesia	3	1.3
Poland	2	0.9	Panama	1	0.5	Qatar	1	0.4	Malaysia	3	1.3
Portugal	1	0.4	Peru	2	0.9	Saudi Arabia	4	1.8	Myanmar	1	0.4
Romania	2	0.9				Turkey	4	1.8	New Zealand	1	0.4
Russia	11	4.8	**AFRICA**	**19**	**8.4**	United Arab Emirates	4	1.8	Philippines	3	1.3
Serbia	1	0.4	Chad	4	1.8				Singapore	4	1.8
Spain	2	0.9	Egypt	4	1.8				Thailand	3	1.3
Sweden	1	0.4	Ethiopia	1	0.4				Vietnam	5	2.2
Switzerland	1	0.5	Ghana	1	0.4						
Ukraine	2	0.9	Kenya	1	0.4						
United Kingdom	3	1.3	Morocco	1	0.4						
			Nigeria	2	0.9						
			South Africa	4	1.8						
			Tanzania	1	0.4						
Highlighted countries are the top five nations											

1. All but three employees (one each in: Netherlands (BIS), Japan (NIST), New Zealand (NOAA)) working in nations outside the U.S. work for ITA.

Other Information

Cross-Agency Priority Goals

The Department is a direct participant in the following cross-agency priority goals in which they are a direct participant: Cybersecurity, Job-Creating Investment, Infrastructure Permitting Modernization, STEM Education, and Lab-To-Market.   Descriptions appear on http://www.performance.gov/cap-goals-list?view=public.

Management Challenges

The following challenges associated with the Department of Commerce appear on the GAO High-Risk list. Further description of these challenges can be found at: http://www.gao.gov/highrisk/overview.

- Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risks; and,
- Mitigating Gaps in Weather Satellite Data.

In addition, the Office of the Inspector General (OIG) within the Department has identified the following management challenges within the Department as noted in its FY 2015 Top Management Challenges report, located at http://www.oig.doc.gov/Pages/Top-Management-Challenges-FY-2015.aspx.

Departmental Strategic Goal 1: TRADE AND INVESTMENT

1. Delivering trade promotion and enforcement services to the Department's clients and effectively working with federal partners
2. Continuing the Bureau of Industry and Security's migration of export licensing functions to the Department of Defense's USXPORTS system
3. Addressing conditions and issues with EDA's Revolving Loan Fund Program
4. Ensuring the accuracy of grants management financial and performance metrics

Departmental Strategic Goal 2: INNOVATION

1. Facing internal and external challenges at USPTO in promoting innovation through the protection of intellectual property rights
2. Identifying spectrum for commercial broadband use, and administering FirstNet and the Broadband Technology Opportunities Program
3. Completing the re-competition of Manufacturing Extension Partnership centers

Departmental Strategic Goal 3: ENVIRONMENT

1. Keeping next-generation satellite acquisition programs on track to provide critical environmental observations
2. Improving forecasts to support a weather-ready nation
3. Fostering healthy and sustainable marine resources

Departmental Strategic Goal 4: DATA

1. Incorporating cost-saving decennial innovations while continuing to ensure an accurate decennial count
2. Meeting public demand for data
3. Implementing a mandate for government-wide data standards

Departmental Strategic Goal 5: OPERATIONAL EXCELLENCE

1. Improving cybersecurity and IT management
2. Strengthening stakeholder confidence in the Department
3. Improving financial data quality
4. Reducing acquisition risk

Finally, some bureaus have identified challenges unique to their bureaus. These challenges can be found in section 8 of the APP/APR sector of each bureau's FY 2016 Congressional budget justifications. This section also may include the following items: Contributions to government-wide management initiatives such as priorities established through Executive Order; Contributions to Cross-Agency Priority Goals; Key areas for innovation and improvements in customer service; and, a description of progress made on management priorities and challenges that had been described in the Annual Performance Plan such as results on management objectives, performance goals and indicators that were established.

Hyperlinks

Past and current Congressional Budget Justifications, Budget-in-Briefs, Performance and Accountability Reports, and Summaries of Performance and Financial Information (also called the "Citizens'" Report) are available on http://www.osec.doc.gov/bmi/budget/

Data Validation and Verification

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

Lower-Priority Program Activities

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