

U.S. DEPARTMENT OF COMMERCE

FISCAL YEAR 2014

Summary of Performance and Financial Information



Statement from the Secretary



I am pleased to present the Department of Commerce's Fiscal Year (FY) 2014 Summary of Performance and Financial Information. This report highlights the Department's accomplishments and the challenges we faced in FY 2014 and provides information on our financial management and performance. The Department helps make U.S. businesses more innovative for economic growth and opportunity. Every day, the Department promotes innovation, entrepreneurship, competitiveness, and stewardship informed by world-class scientific research and information. The Department achieves its mission through its 13 bureaus in partnership with U.S. businesses.

Through weather forecasts, climate and ocean monitoring, marine resource management, and support for marine commerce, the National Oceanic and Atmospheric Administration's (NOAA) services have a daily impact on our lives and U.S. commerce. The Economics and Statistics Administration (ESA), including the Census Bureau and the Bureau of Economic Analysis (BEA), provides the economic and demographic information necessary to evaluate growth, understand markets, and make sound decisions for the future. The National Telecommunications and Information Administration (NTIA), through broadband grants and spectrum reform, is expanding the information highway to

propel job growth and competitiveness. The National Institute of Standards and Technology (NIST) and the U.S. Patent and Trademark Office (USPTO) are critical to supporting innovation and advancing U.S. commerce. Economic development and commercialization activities supported by the Economic Development Administration (EDA) and the Minority Business Development Agency (MBDA) turn ideas into jobs. Export promotion and economic security activities at the International Trade Administration (ITA) and the Bureau of Industry and Security (BIS) directly support our Nation's international competitiveness and help U.S. companies sell more of what they make in countries around the world.

The following are some of our FY 2014 accomplishments and current initiatives. Additional accomplishments are stated in the performance section of this report.

Trade and Investment

ITA continued to advance U.S. commercial and economic interests. The Global Markets (GM) program 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. At \$1.08 billion dollars, exports generated by Industry and Analysis (I&A) Market Development Cooperator Program projects exceeded the \$389 million target for FY 2014.

In FY 2014, Enforcement and Compliance (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. In FY 2014, E&C completed 387 determinations compared to an annual average of 335 determinations over each of the prior three fiscal years.

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.

In FY 2014, the U.S. Department of Commerce and the U.S. Small Business Administration continued to make it easier for America's businesses to access government services that help them grow and hire. 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.

In FY 2015 and 2016 multiple Commerce bureaus, working alongside with the Office of the U.S. Trade Representative, will ensure that U.S. negotiating objectives consider the priority needs of U.S. industries competing in the global market. These priorities include new agreements with strong and effective disciplines on trade barriers.

Commerce bureaus will increase efforts to communicate the benefits and importance of exporting. ITA will implement business engagement strategies, including outreach and educational events around the country, analyses of the impact of exports, and testimonials from successful exporters.

Innovation

USPTO has continued to foster innovation, competitiveness, and economic growth by retooling their systems to make them faster, better and more customer oriented. USPTO continued its trend of lowering its patent average total pendency rate from a high of 35.3 months in FY 2010 to 27.4 months in FY 2014. Likewise trademark average total pendency has improved from 11.8 months in FY 2008 to 9.8 months in FY 2014.

In response to Executive Order 13636, *Improving Critical Infrastructure Cybersecurity*, NIST is developing 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. The framework is not a static document and will continue to evolve over time.

The NIST Hollings Manufacturing Extension Partnership (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.

In FY 2014, NIST worked with the Office of Manufacturing Policy, the White House and business leaders to craft the Administration's manufacturing agenda. NIST's Advanced Manufacturing Technology (AMTech) program 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. 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.

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.

During FY 2014, NTIA's 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.

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

Environment

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.

In FY 2014, NOAA continued to operate polar and geostationary satellites for environmental surveillance 24 hours a day, 365 days a year. NOAA completed the deployment of the Dual Polarization capability. Dual Pol enables more accurate precipitation estimates, improved hail detection, and improved rain and snow discrimination.

In partnership with the regional fishery management councils and our stakeholders, NOAA has made continued progress 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.

Data

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.

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.

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 including: 1) 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; 2) 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 3) 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).

Operational Excellence

In 2014, the Department was ranked the 2nd Best Place to Work in the Federal Government out of 19 large Federal agencies by the Partnership for Public Service, based upon employee satisfaction on the 2014 Federal Employee Viewpoint Survey. 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. In addition, veteran hires (including both disabled and non-disabled) accounted for 12.5% of new hires in FY 2014.

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.

However, to achieve the vision and results of operational excellence, the Department needs state of the market technologies coupled with effective management of cybersecurity vulnerabilities and risks. The Department will adopt a new IT enterprise architecture driven by a common set of mission capability and service delivery requirements and uniform standards for interoperability and cybersecurity risk management. A Department-wide transformation roadmap will guide phased implementation of the architecture guiding the use of shared services for mission support IT services and enhanced technology enablement of our mission delivery capabilities.

Our financial management systems have been found to be in substantial compliance with the Federal Financial Management Improvement Act (FFMIA) of 1996. In accordance with Office of Management and Budget (OMB) Circulars A-136 and A-11, the financial and performance data published in this report are substantially complete and reliable. These data provide an accurate and transparent accounting of the Department's financial situation and high-level performance results. For the 16th year in a row, the independent auditors tasked with reviewing our financial statements have provided an unmodified opinion. The Department was able to eliminate the significant deficiency related to the accounting for property at the National Oceanic and Atmospheric Administration. However, while making progress towards its elimination, the Department continues to have a significant deficiency relating to needed improvement in Department-wide information technology (IT), relating to segregation of duties, access controls, and configuration management. The Department also received a significant deficiency related to improvements needed in the accounting for the Economic Development Administration's accrued grants. We will continue to take corrective actions to strengthen controls to our accrued grants and IT areas in FY 2015.

I am proud to submit this report on the FY 2014 performance of the Department, and hope it provides a useful summary of the results of the Department and its 46,000 employees. I hope it also communicates our commitment to advancing our ability to "create the conditions for economic growth and opportunity." Our plan is to be responsive and nimble, constantly adapting to the fast-changing needs of the U.S. private sector in the 21st century.



Penny Pritzker
Secretary of Commerce
July 2015

THE DEPARTMENT AT A GLANCE

The FY 2014 Department of Commerce Summary of Performance and Financial Information provides a summary of the Department's budget, financial and performance information. It is designed to assist Congress and the general public in understanding the Department and its role within American society by providing a short succinct picture of the Agency.

EMPLOYEES and LOCATION

The Department is headquartered in Washington, D.C., at the Herbert Clark Hoover Building and had approximately 46,000 employees as of September 30, 2014. The Department 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. Staff levels are based on an Office of Human Resources (OHRM) report showing locations throughout the U.S and the world.

		STAFF	% OF TOTAL
United States and Territories			
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, Guam, N. Mariana Islands & Puerto Rico) ¹		131	0.3
Total, States and Territories		45,205	99.5%
 Other Nations			
Northeast Asia (includes China, Hong Kong, Japan, South Korea and Taiwan)		229	0.5
Europe (includes Austria, Belgium, Bulgaria, France, Germany, Greece, Hungary, Italy, Netherlands, Poland, Portugal, Romania, Russia, Serbia, Spain, Sweden, Switzerland, Ukraine and United Kingdom)		57	(24.9) ²
Americas (includes Argentina, Brazil, Canada, Chile, Columbia, Dominican Republic, El Salvador, Guatemala, Mexico, Panama and Peru)		47	(20.5) ²
South Asia and Middle East (includes Afghanistan, India, Iraq, Israel, Jordan, Kazakhstan, Kuwait, Pakistan, Qatar, Saudi Arabia, Turkey and United Arab Emirates)		43	(18.8) ²
Southeast Asia and Oceania (includes Antarctica, Australia, Indonesia, Malaysia, Myanmar, New Zealand, Philippines, Singapore, Thailand and Vietnam)		35	(15.3) ²
Africa (includes Chad, Egypt, Ethiopia, Ghana, Kenya, Morocco, Nigeria, South Africa and Tanzania)		28	(12.2) ²
Total, All Staff		19	(8.3) ²
		45,432	

1. Only NOAA (76), Census (55), and ITA (2) have employees in the Territories.
2. Represents the percentage of Other Nations, not the percentage of the total.

Department of Commerce Staff – States and Territories (45,205 total)

(as of September 30, 2014)

RK	STATE	STAFF	% of TOTAL	RK	STATE	STAFF	% of TOTAL	RK	STATE	STAFF	% of TOTAL
1	Maryland	11,044	24.4	20	Hawaii	456	1.0	39	New Mexico	139	0.3
2	Virginia	10,821	24.0	21	Georgia	449	1.0	40	Nebraska	135	0.3
3	District of Columbia	3,121	6.9	22	South Carolina	412	0.9	41	Idaho	132	0.3
4	California	1,656	3.7	23	Oklahoma	391	0.9	42	Iowa	127	0.3
5	Indiana	1,445	3.2	24	New Jersey	381	0.9	42	South Dakota	127	0.3
6	Colorado	1,215	2.7	25	Ohio	343	0.8	44	Arkansas	121	0.3
7	Florida	1,208	2.7	26	Mississippi	332	0.7	45	West Virginia	105	0.2
8	Washington	1,187	2.6	27	Louisiana	273	0.6	46	New Hampshire	104	0.2
9	Texas	1,013	2.2	28	Minnesota	253	0.6	47	North Dakota	103	0.2
10	New York	880	2.0	29	Wisconsin	238	0.5	48	Rhode Island	101	0.2
11	Massachusetts	658	1.5	30	Alabama	226	0.5	49	Wyoming	84	0.2
12	North Carolina	596	1.3	31	Tennessee	210	0.5	50	Puerto Rico	83	0.2
13	Pennsylvania	565	1.2	32	Kansas	190	0.4	51	Vermont	79	0.2
14	Michigan	544	1.2	33	Kentucky	187	0.4	52	Delaware	54	0.1
15	Illinois	543	1.2	34	Nevada	171	0.4	53	Guam	27	0.1
16	Alaska	542	1.2	35	Montana	167	0.4	54	American Samoa	19	0.0
16	Arizona	542	1.2	36	Utah	152	0.3	55	N. Mariana Islands	2	0.0
18	Missouri	486	1.1	37	Connecticut	145	0.3				
19	Oregon	460	1.0	38	Maine	144	0.3				

Department of Commerce Staff – By Bureau

(as of September 30, 2014)

<u>BUREAU</u>	<u>TOTAL</u>	<u>% OF TOTAL</u>
CENSUS	14,046	30.9
USPTO	12,598	27.7
NOAA	11,623	25.6
NIST	3,243	7.1
ITA ¹	1,411	3.1
DM	800	1.8
ESA	500	1.1
NTIA	380	0.8
BIS	359	0.8
EDA	168	0.4
OIG	154	0.3
NTIS	99	0.2
MBDA	51	0.1
TOTAL	45,432	100%

1. ITA's total does not include locally employed staff at overseas posts

INTERNET

The Department's Internet address is www.commerce.gov.

FY 2014 – 2018 STRATEGIC GOALS AND OBJECTIVES

Goal 1: Trade and Investment: Expand the U.S. economy through increased exports and inward foreign investment that lead to more and better American jobs	
1.1. Increase opportunities for U.S. companies by opening markets globally	ITA, NOAA, NTIA, USPTO,
1.2. Increase U.S. exports by broadening and deepening the U.S. exporter base	BIS, EDA, ESA, ITA, MBDA, DM (OS)
1.3. Increase high-impact inward foreign direct investment into the United States	EDA, ESA, ITA
1.4. Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements.	ITA
Goal 2: 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, , ESA, 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,
Goal 3: 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,
Goal 4: 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
Goal 5: 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.	DM (OS), ALL BUREAUS

THE SYSTEM OF PLANS, BUDGETS AND REPORTS

The FY 2016 Congressional Budget submission includes each bureau's Annual Performance Plan and Report (FY 2016 APP / FY 2014 APR). These sections of each bureau's budgets include bureau performance indicators and results for FY 2014 and performance targets for FY 2015 and FY 2016. The performance targets are based on the resource requirements specified in the Budget submission; the bureau indicators are aligned to specific Department Strategic Objectives as outlined in the Department's Strategic Plan.

Beginning in FY 2013 reporting period, the Department began combining performance reporting with performance planning in the Exhibit 3As of each individual bureau budget submission. With the FY 2014 reporting period, the bureaus eliminated Exhibit 3A and instead shifted the performance planning and reporting (renamed as the Annual Performance Plan (APP) / Annual Performance Report (APR)) to the end of their Congressional Budget Submissions. The Department took this action so as to make the Congressional Budget submission more easily readable while setting the performance information (APP/APR) off as a separate section of the budget. In addition, the Department also created a summary APP/APR which focused on the key and supporting performance indicators as noted in the Strategic Plan. Key indicators = the outcomes that we can measure now and Supporting Indicators = other measures that have an impact on our target outcomes.

The APP/APRs provide a public accounting of the Department's FY 2014 performance results completing the Department's performance management process for the fiscal year. The Department also issued a separate FY 2014 Agency Financial Report, which can be found at http://www.osec.doc.gov/ofm/OFM_Publications.html

ORGANIZATION

The following table shows the 13 bureaus of the Department along with the number and percentage of obligations and FTE of each bureau in FY 2014 as of September 30, 2014:

Bureau	Obligation Resources (in 000s)	% of Total	FTE	% of Total
Departmental Management (DM)	55.5	0.4	771	1.9
Office of the Inspector General (OIG)	35.6	0.3	141	0.4
Economic Development Administration (EDA)	275.5	2.2	162	0.4
Economic and Statistical Analysis (Bureau of Economic Analysis) (ESA/BEA)	97.2	0.8	477	1.2
Economic and Statistical Analysis (ESA/Census)	1,252.2	10.1	8,779	22.1
International Trade Administration (ITA)	486.2	3.9	1,666	4.2
Bureau of Industry and Security (BIS)	101.5	0.8	365	0.9
Minority Business Development Agency (MBDA)	27.7	0.2	56	0.1
National Oceanic and Atmospheric Administration (NOAA)	5,908.2	47.5	11,997	30.2
U.S. Patent and Trademark Office (USPTO)	2,997.5	24.1	11,894	29.9
National Institute of Standards and Technology (NIST)	1,014.2	8.1	3,070	7.7
National Technical Information Service (NTIS)	109.6	0.9	99	0.2
National Telecommunications and Information Administration (NTIA)	86.6	0.7	315	0.8
Total	12,447.5		39,792	
Obligation resources and FTE includes Discretionary and Mandatory, both Direct and Reimbursable, and Working Capital Fund (DM, Census and NIST) resources.				

FY 2014 FINANCIAL SNAPSHOT

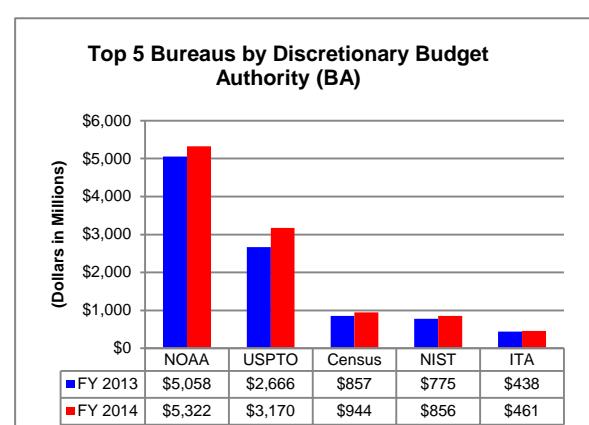
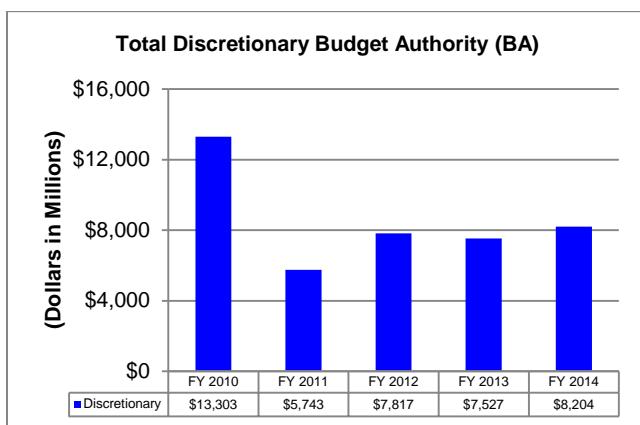
Unqualified Opinion on Financial Statements	Yes	Total Assets	\$33.4B
Timely Financial Reporting	Yes	Total Liabilities	\$5.7B
Material Weaknesses	0	Net Cost of Operations	\$7.7B
Improper Payment Rate	N/A		

FY 2014 BUDGET SNAPSHOT

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

Organization/Personnel: The Department has approximately 45,000 employees, expanding to over 120,000 employees during a decennial year (e.g. FY 2010). It consists of 13 bureaus ranging in size from 70 employees to over 14,000, with Census expanding to over 90,000 in a decennial year (see below).

Budgetary Resources: The FY 2014 discretionary budget was approximately \$8.2 billion, above the FY 2013 discretionary budget of approximately \$7.5 billion.



USPTO amount reflects program level. Amount is offset by fee collections resulting in a net Budget Authority amount of \$0 for both years

The budget (or budget authority) refers to the amount that Congress provides. For the USPTO, this amount reflects the program level, since the USPTO is offset by fee collections. Since the focus of showing the performance-budget link is on how resources affect ongoing programs, in FY 2012 and FY 2013 these totals excluded disaster funding since those amounts affected one-time events and not ongoing programs. Amounts are as of September 30, 2014.

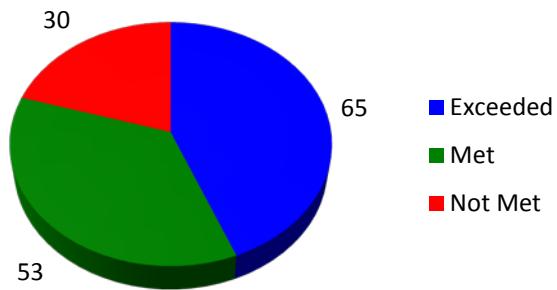
PERFORMANCE SNAPSHOT

In FY 2014, the Department had many significant accomplishments. The Department continued to improve its weather prediction capability, especially of severe storms such as flash floods, winter storms and hurricane intensity, thus both saving lives and minimizing property loss. ITA assisted approximately 18,000 companies with export transactions and removed, reduced or avoided 74 trade barriers. In addition, ITA generated \$1.08 billion in exports from its Market Development Cooperator Program, more than twice its original target of \$389 million.

EDA investments of \$254 million in FY 2005 helped generate, by FY 2014, approximately \$2.96 billion in private investment and 33,822 jobs, a 12 to 1 benefit to cost ratio.

In FY 2014, operations funded by MBDA supported clients who obtained \$6.9 billion in contract and financial awards. The NIST Manufacturing Extension Partnership (MEP) 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. In addition, in FY 2014, over 8,000 firms received in-depth technical assistance from MEP centers.

**STATUS OF CURRENT INDICATORS
FY 2014 RESULTS**



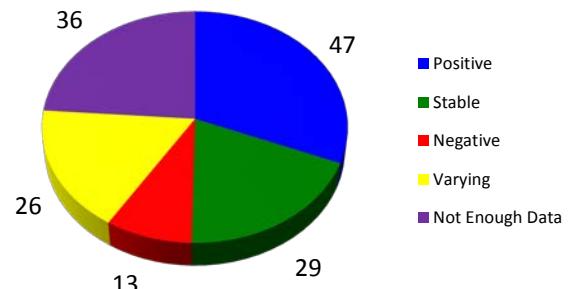
By the end of the third quarter of FY 2014, NTIA had generated over 25,000 connections for community anchor institutions (annual target = 23,000) and nearly 113,000 miles of broadband networks deployed (NTIA expected to exceed the annual target of 115,000 by the end of the year). NTIA also exceeded its target of 670,000 new household and business subscribers to broadband in FY 2014, the result being over 735,497 new subscribers through the end of the third quarter.

Overall performance results for the Department show that of the 143 indicators that had targets, 65 (44 percent) exceeded the target, 53 (36 percent met (defined as 90-100%)) the target, and 30 (20 percent) did not meet the target.

Overall trends among these indicators reflected the following:

- 47 (31 percent) reflected a positive trend in that over time performance was improving;
- 29 (19 percent) remained stable in their trends. In most cases, these indicators had maintenance targets in that the goal was to maintain a standard over time;
- 13 (9 percent) reflected a negative trend in that performance declined over time;
- 36 (24 percent) were indicators that were not in place for more than three years and therefore a trend could not be detected; and
- 26 (17 percent) were indicators that varied from year to year. This was usually a result of one of three reasons:
 1. Bureau adjustment of targets as a result of past results, particularly if the results are volatile from year to year;
 2. The nature of the indicator has changed slightly from one year to another; or,
 3. The results are dependent on the funding level of a given year, leading to a variance in results.

**TRENDS OF CURRENT INDICATORS
FY 2014 RESULTS**



Note: Four indicators had historical trends but did not have FY 2014 actuals. Therefore, the total number of indicators in the above charts differs slightly.

MANAGEMENT CHALLENGES

For FY 2015, OIG restructured the FY 2014 Management Challenges to focus on the five strategic goals in the Department's Strategic Plan. A crosswalk between these two years appears in the following table.

Comparison of FY 2015 and FY 2014 Top Management Challenges	
FY 2014 Challenges	FY 2015 Challenges
Strengthen Commerce infrastructure to support the Nation's economic growth <ul style="list-style-type: none"> Promoting U.S. exports while protecting national security interests Enhancing economic growth through intellectual property and wireless Initiatives 	Trade and Investment: <ul style="list-style-type: none"> ITA faces the challenge of realizing the benefits of its consolidation and reorganization and improving its customer relationship management system. BIS must continue its work on migrating its export licensing functions to the Department of Defense's USXPORTS system, and work to fully implement the changes called for by the Export Control Reform Initiative. EDA must address issues with management of its Revolving Loan Fund program. The Department will face challenges as its bureaus with grant programs assume new responsibilities regarding single audits of grants.
Strengthen oversight of National Oceanic and Atmospheric Administration (NOAA) programs to mitigate potential satellite coverage gaps, address control weaknesses in accounting for satellites, and enhance fisheries management <ul style="list-style-type: none"> Enhancing weather satellite development and mitigating potential coverage gaps Addressing material weakness over satellite accounting Enhancing fisheries management 	Innovation: <ul style="list-style-type: none"> USPTO faces challenges in reducing waiting times for filings, advocating for greater global protection for IP rights, responding to stakeholder concerns about patent quality, and managing a large and dispersed workforce. NTIA faces challenges identifying spectrum for commercial broadband use, addressing the First Responder Network Authority's implementation, and ensuring the sustainability of BTOP grants. NIST faces challenges in completing the re-competition of Manufacturing Extension Program centers
Continue enhancing cybersecurity and management of information technology investments <ul style="list-style-type: none"> Establishing a robust capability to respond to cyber incidents Continuing sustainable implementation of enterprise cybersecurity initiatives Preserving the CIO's oversight responsibility of satellite-related IT investments Continuing vigilant oversight of IT investments Maintaining momentum in consolidating commodity IT to cut costs 	Environment: <p>NOAA faces challenges posed by</p> <ul style="list-style-type: none"> Satellite acquisitions and development and potential data gaps; Efforts to improve forecast accuracy; and The competing needs among fisheries stakeholders and limited marine technology.
Exercise strong project management controls over 2020 Census planning to contain costs <ul style="list-style-type: none"> Ensuring timely design decision making Focusing on human capital management, timely research, and testing implementation 	Data: <ul style="list-style-type: none"> The Census Bureau faces the challenge of designing a more cost-effective 2020 decennial while resolving (a) research and testing delays and (b) a lack of cost and budget integration. The Census Bureau, NOAA, and other Departmental data providers must meet the demands of rapidly changing technology. The Department—with the federal government-wide mandate to comply with the Digital Accountability and Transparency Act of 2014—faces the challenge of developing and implementing a vision for the future of the Department's diverse data resources.
Continue to foster a culture of management accountability to ensure responsible spending <ul style="list-style-type: none"> Responding to concerns of mismanagement and ethical violations Implementing stricter controls over funds Modernizing the enterprise financial management system to strengthen financial oversight Strengthening controls over high-risk contract actions and developing the acquisition workforce Addressing grant management issues 	Operational Excellence: <p>The Department faces the challenges of</p> <ul style="list-style-type: none"> improving cybersecurity and IT management, including (a) enhancing the Department's incident detection and response capabilities and overall cybersecurity posture, and (b) managing a fragmented governance structure; fostering a culture of accountability, including responding to OIG hotline complaint referrals; improving financial data quality by addressing (a) the lack of centralized data systems; (b) control weaknesses to the financial accounting for NOAA satellites; (c) financial management challenges within the Office of the Secretary's Working Capital Fund; and (d) turnover within NOAA's financial management leadership ranks; and reducing acquisition risk (including high-risk contract awards), as well as monitoring contractor performance and maintaining an acquisition workforce

Further discussion of these challenges can be found on the OIG Web site at <http://www.oig.doc.gov/Pages/default.aspx>.

SUMMARY OF COMMERCE PUBLIC BENEFITS AND PERFORMANCE

TRADE AND INVESTMENT

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

Public Benefits

ITA generates economic growth and jobs through extensive assistance to firms engaging in international trade. ITA focuses on increasing exports by assisting U.S. exporters in expanding to foreign markets as outlined by the National Export Initiative (NEI). ITA works to achieve this goal by addressing the following priorities:

- Leveraging U.S. sector and analytical expertise to develop and execute trade policy and promotional strategies;
- Expanding programs designed to enhance exports by small and medium-sized enterprises (SMEs);
- Promoting federal resources currently available to assist exports by U.S. companies;
- Ensuring that U.S. government-led trade missions effectively promote exports by U.S. companies;
- Ensuring that Commercial Advocacy effectively promotes exports by U.S. companies;
- Improving market access overseas for U.S. manufacturers and service providers by actively opening new markets, reducing significant trade barriers, and robustly enforcing U.S. trade agreements; and,
- Developing a framework, including policy and export promotion tools, for exports of services.

BusinessUSA, streamlines access to enterprise assistance resources across the entire federal government. www.BusinessUSA.gov, helps U.S. businesses and exporters of all sizes find information about available federal programs without having to waste time and resources navigating the federal bureaucracy. Export control reform is a major concern for BIS since one of its major tasks is to enhance U.S. national security and strengthen the Nation's ability to counter threats such as the proliferation of weapons of mass destruction. NTIA develops and influences international standards and policies to support fair competition in the information and communications technology sector, as well as promotes the use of telecommunication devices, thereby speeding the pace of business. EDA helps communities develop plans and facilities that help them employ local private and public sector assets to build exporting capabilities and attract Foreign Direct Investment. MBDA assists minority owned business to locate the services and capital they need to successfully export.

Performance Results

ITA's Global Markets (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. Together with Enforcement and Compliance (E&C) and Industry and Analysis, GM helped a U.S. sporting goods manufacturer re-gain ownership of their trademark in Russia to maintain \$100 million of market share. GM also leads and supports formal government dialogues on trade barriers. 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.

At \$1.08 billion 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.

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 in the U.S. economy.

In FY 2014, E&C led Commerce's efforts to ensure that our foreign trading partners comply with the obligations in our 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.

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.

FY 2013 was BusinessUSA's first full year of operations. It continued to lead Federal efforts to improve business assistance and enhanced its phone and e-mail systems for responding to inquiries. Application Programming Interfaces were used on the website to automatically find and re-present data and information from partner sites. A new and easy use home page was deployed. New tools, wizards and interchangeable tiles were released to facilitate navigation and search engine capabilities were strengthened.

During FY 2014, BIS continued to be a part of an interagency team that made tremendous strides in meeting the President's goals of an export control system with greater regulatory efficiency and rationality, better focused controls on the most significant items and destinations, increased education for exporters to meet their compliance responsibilities, and stronger enforcement. In FY 2014, BIS's Office of Enforcement Analysis (OEA) completed its second full year of operating the Information Triage Unit (ITU), which was established pursuant to the President's ECR Initiative to assemble and disseminate relevant information, including intelligence, upon which to base informed decisions on proposed export licenses. The ITU produced 1,039 Bona Fides Information Reports (BFIRs). As a measure of the ITU's effectiveness, Export Enforcement (EE) compares the overall BIS license denial rate with that of the denial rate for licenses where a BFIR was produced. In FY 2014, the BIS overall denial rate was 1% while the denial rate for applications involving a BFIR was 7.2%, an increase from 6% in FY 2013, continuing to demonstrate the national security value of ITU involvement.

The following table shows the three-year results of key and supporting indicators that appear in the Strategic Plan, related to Trade and Investment. Only those key and supporting indicators that had FY 2014 targets appear in this table.

	FY 2012 Actual	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2014 Status
Percentage of Global Markets clients that achieved their export objectives (ITA)	New	New	69%	73%	Exceeded
Number of clients assisted by Global Markets (ITA)	New	18,126	22,150	17,593	Not Met
Number of investment clients assisted by the Department (ITA)	New	New	900	1,006	Exceeded
Number of foreign government officials trained on best practices to protect and enforce intellectual property (USPTO)	9,217 ¹	7,078 ¹	4,300	4,960	Exceeded

1. USPTO did not have FY 2012 and FY 2013 targets for this indicator.

Status is as follows: Blue = Exceeded (>100% of target); Green = Met (90-100% of target); Red = Not Met (<90% of target).

Strategic Objective 1.1: Increase opportunities for U.S. companies by opening markets globally

Key Strategies

- Ensure U.S. commercial and economic interests are advanced in trade agreements and in other international fora
- Ensure that U.S. commercial interests are advanced with foreign governments
- Reduce foreign trade barriers

Strategic Objective 1.1 Performance Indicators	
Key Indicators	<ul style="list-style-type: none">• Number of advocacy wins (ITA)• Dollar value of U.S. contracts from advocacy wins (ITA)• Number of target foreign trade barriers prevented, reduced, or removed (ITA)
Supporting Indicators	<ul style="list-style-type: none">• Number of foreign government officials trained on best practices to protect and enforce intellectual property (IP) (USPTO)¹

¹ Of these four indicators, only this one had FY 2014 targets and actuals.

Strategic Objective 1.2: Increase U.S. exports by broadening and deepening the U.S. exporter

Key Strategies

- Educate U.S. companies and communities on the benefits of exporting
- Provide tailored export assistance to U.S. companies and communities to connect U.S. companies to foreign markets and qualified buyers and partners
- Utilize public-private partnerships to increase U.S. exports worldwide
- Reduce the transaction costs and complexities of exporting
- Overhaul and simplify the Nation's export control system

Strategic Objective 1.2 Performance Indicators	
Key Indicators	<ul style="list-style-type: none">• Percentage of Global Markets clients that achieved their export objectives (ITA)¹• Number of clients assisted (ITA)¹• Number of export transactions completed under the new authority of Commerce export licenses and license exceptions (BIS)
Supporting Indicators	<ul style="list-style-type: none">• Number and dollar amount of grants that support place-based export strategies (EDA)• Number of jobs created or retained, and dollars leveraged (contracts and financings) through minority business export activity (MBDA)

¹ Of these five indicators, only these two had FY 2014 targets and actuals.

Strategic Objective 1.3: Increase high-impact inward foreign direct investment into the United States

Key Strategies

- Lead coordinated investment promotion
- Provide tailored investment assistance to investors
- Provide coordinated support to states and localities to attract investment
- Advocate globally for the United States as a destination for investment

Strategic Objective 1.3 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> Number of investment clients assisted by the Department (ITA)¹ Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support inward investment (EDA)
Supporting Indicators	<ul style="list-style-type: none"> Number of ombudsman cases facilitated by the Department (ITA)

¹ Of these three indicators, only this one had FY 2014 targets and actuals.

Strategic Objective 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

Key Strategies

- Enforce U.S. antidumping and countervailing duty trade remedy laws
- Enhance partnership with other U.S. enforcement agencies and private sector stakeholders to identify and thwart evasion of border measures
- Monitor and ensure compliance with trade agreements

Strategic Objective 1.4 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> Percent of antidumping and countervailing duty determinations issued within statutory and/or regulatory deadlines (ITA) Number of antidumping and countervailing duty petition counseling involving small and medium-sized enterprises (ITA) Number of compliance cases resolved successfully (ITA)

INNOVATION

Strategic Goal 2: *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.*

Public Benefits

The USPTO makes invention and innovation profitable by protecting intellectual property. Reducing the time required to protect an idea and bring it to market, increases the competitive edge of creative US businesses. Therefore, decreasing the time required to process a patent is one of the Department’s “Agency Priority Goals.”

As the federal government’s National Laboratory focused on innovation and industrial competitiveness, NIST works to promote and accelerate technological innovation. It provides the measurement infrastructure necessary for a robust high-technology economy and a vibrant manufacturing sector which are sources of high-paying, high-skilled jobs, and drivers of future technological advancement. The National Technical Information Service (NTIS) advances innovation by bringing scientific and technical information to U.S. business and industry.

NTIA develops forward-looking domestic and international telecommunication policies and improves telecommunication performance by optimizing use of the federal spectrum, and increasing broadband access. NTIA also houses the First Responder Network Authority (FirstNet). Through its laboratory at the Institute for Telecommunication Sciences (ITS), NTIA supports basic research in innovative telecommunications and information technologies. This research has the potential to improve both the performance of telecommunications networks and the availability of digital content on the Internet.

EDA encourages innovation through grants that support the planning and facilities needed for “innovation eco-systems.” They also support forums that create research-based communities of practice that foster commercialization.

Performance Results

EDA investments of \$254 million in FY 2005 helped generate, by FY 2014, approximately \$2.96 billion in private investment and 33,822 jobs. EDA data indicate that investments made in FY 2011, FY 2008, and FY 2005 (three, six, and nine years prior to FY 2014) helped generate \$5.7 billion in private investment and have helped create or retain 52,846 jobs. EDA anticipates that its FY 2014 investments will help generate \$233 million in private investment by FY 2017, and then continue to increase to \$581 million by FY 2020, and \$1,163 million by FY 2023. EDA expects that those same investments will help create or retain 5,397 jobs by FY 2017, 13,492 jobs by FY 2020, and 26,985 jobs by FY 2023.

In FY 2014, MBDA helped minority business enterprises obtain contracts and financial awards through its direct federal client services and network of funded centers. MBDA's year-end results exceeded its performance goals, achieving \$4.2 billion in contract awards and \$1.7 billion in financial awards. MBDA's programs and services helped create over 11,968 new jobs in minority owned firms.

In FY 2014, USPTO reduced patent average total pendency to 27.4 months and patent first action pendency to 18.4 months. USPTO continues to maintain consistent first office action trademark pendency figures within the target range of 2.5 to 3.5 months, with disposal pendency running at less than 10 months, lower than the 12-month performance target.

USPTO opened a permanent satellite office in Denver with ongoing progress to open offices in Silicon Valley and in Dallas in the fall of 2015. USPTO also continued efforts to promote work sharing among offices, harmonize national IP systems, and improve intellectual property multilaterally through fora like the World Intellectual Property Organization. In FY 2014 4,960 foreign officials were trained on best practices to protect and enforce IP, exceeding the target of 4,300. 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 on *Copyright Policy, Creativity, and Innovation in the Digital Economy*; 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.

Investments to grow and strengthen the NIST Laboratory Programs have been the top priority of the agency for the past several years and as 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 FY 2014 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 one 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, with its government-wide responsibilities for the analysis, planning, coordination, reporting, and general oversight of Federal technology transfer responsibilities is ideally positioned to support an Administration-wide effort in this area. 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.

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.

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 has 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.

During FY 2014, BTOP grant recipients connected approximately 25,391 total community anchor institutions, deployed more than 113,555 miles of new or upgraded network miles; and generated approximately 671,000 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.

The following table shows the three-year results of key and supporting indicators that appear in the Strategic Plan, related to Innovation. Only those key and supporting indicators that had FY 2014 targets appear in this table.

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Target	FY 2014 Actuals	FY 2014 Status
Miles of broadband networks deployed (NTIA)	78,120	111,400	115,000	113,555	Met
Community anchor institutions connected (infrastructure projects)(NTIA)	11,240	20,332	23,000	25,391	Exceeded
New household and business subscribers to broadband	522,981	629,175	670,000	671,000	Exceeded
Spectrum identified for commercial broadband use (NTIA)	85%	85%	Meet 66% of milestones regarding the identification of 500 MHz for wireless broadband	100%	Exceeded
Patent first action pendency (months) (USPTO)	21.9	18.2	17.4	18.4	Met
Patent total pendency (months) (USPTO)	32.4	29.1	26.7	27.4	Met
Patent backlog (USPTO)	608,283	584,998	593,700	605,646	Met
Patent quality composite rate (USPTO)	72.4	71.9	83 - 91	75	Not Met
Trademark first action pendency (months) (USPTO)	3.2	3.1	2.5 – 3.5	3.0	Met
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)	New	New	215	375	Exceeded
Number of firms receiving in-depth technical assistance from MEP centers (NIST)	7,614 ²	8,140 ²	8,340	8,353	Exceeded
Percentage of MEP clients receiving in-depth technical assistance that increase their competitiveness (NIST)	61% ²	59% ¹	60%	58%	Met
Number of critical infrastructure sectors with work products integrating the Cybersecurity Framework(NIST)	New	New	10	9	Met
Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources (NIST)	New	New	50	54	Exceeded
Milestones met for Commerce interoperability framework (NIST)	New	New	Complete CIF/CAP and prototype and pilot at NIST.	Completed	Met
Private investment leveraged – 9 year totals (EDA) ²	\$1,593M	\$3,466	\$1,349M	\$2,958M	Exceeded
Jobs created/retained – 9 year totals (EDA) ²	12,675	33,088	36,386	33,822	Met
Dollar value of contract awards obtained (MBDA) ²	\$1.2B	\$3.2B	\$2.0B	\$4.2B	Exceeded
Dollar value of financial awards obtained (MBDA) ²	\$1.6B	\$1.6B	\$1.0B	\$1.7B	Exceeded
1. NIST did not have targets for these indicators in FY 2012 and FY 2013. 2. In the Strategic Plan, these indicators are separated into several parts, however, EDA and MBDA did not yet have FY 2014 targets for the individual parts. Therefore, the combined indicators are shown here.					
Status is as follows: Blue = Exceeded (>100% of target); Green = Met (90-100% of target); Red = Not Met (<90% of target).					

Strategic Objective 2.1: Grow a more productive, agile, and high-value manufacturing sector through partnerships and collaborations that accelerate technology development and commercialization (NIST)

Key Strategies

- Lead outreach through the White House Office of Manufacturing Policy
- Establish the National Network for Manufacturing Innovation (NNMI)
- Support industry consortia to identify and address shared technical challenges
- Collaborate with industry on measurement science and standards to solve technical challenges

Strategic Objective 2.1 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Dollar amount of co-investment by non-federal sources in NNMI institutes (NIST) • Number of businesses using NIST research facilities (NIST)¹
Supporting Indicators	<ul style="list-style-type: none"> • Number of Full-Time Equivalents (FTEs) supporting AMTech consortia

¹ Of these three indicators, only this one had FY 2014 targets and actuals.

Strategic Objective 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

Key Strategies

- Support small and mid-sized manufacturing by restoring robust supply chains
- Strengthen community and regional capacity for advanced manufacturing
- Increase advanced manufacturing assistance for minority firms
- Provide local resources for protecting and scaling technologies

Strategic Objective 2.2 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Number of firms receiving in-depth technical assistance from MEP centers (NIST)¹ • Percentage of MEP clients receiving in-depth technical assistance that increase their competitiveness (NIST)¹ • Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support advanced manufacturing. (EDA)^{1, 2}
Supporting Indicators	<ul style="list-style-type: none"> • Number of Jobs created or retained for minority businesses advanced manufacturing (MBDA)^{1, 2} • Dollars leveraged (contracts and financings) for minority business advanced manufacturing (MBDA)^{1, 2}
^{1.} All of these indicators had FY 2014 targets and actuals	
^{2.} EDA and MBDA reported FY 2014 results on similar indicators as noted above	

Strategic Objective 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

Key Strategies

- Ensure policies promote the Internet as an engine of growth
- Increase broadband infrastructure and use.
- Foster advanced communications technologies
- Create a standards framework to reduce cyber risks to critical infrastructure
- Facilitate the continued development of the online marketplace by ensuring copyright policy adapts appropriately to current digital technologies

Strategic Objective 2.3 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Miles of broadband infrastructure (NTIA)¹ • Number of community anchor institutions connected (NTIA)¹ • New household and business subscribers to broadband (APG for FY14-15) (NTIA) • Spectrum identified for commercial broadband use (NIST, NTIA)¹ • Number of critical infrastructure sectors with work products integrating the Cybersecurity Framework (NIST)¹
Supporting Indicators	<ul style="list-style-type: none"> • Number of government and private test-bed facilities partnering with the Center for Advanced Communications. (NIST, NTIA)
¹ Of these six indicators, these five had FY 2014 targets and actuals.	

Strategic Objective 2.4: Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers

Key Strategies

- Implement industry-driven initiatives that provide U.S. workers with in-demand skills
- Engage businesses to identify and facilitate industry-driven training best practices
- Capture, coordinate, and analyze U.S. workforce data

Strategic Objective 2.4 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources (NIST)¹ Recipient-estimated number of jobs and amount of private investment generated as a result of infrastructure for industry-driven skills training (EDA)
Supporting Indicators	<ul style="list-style-type: none"> Number of industry-driven workforce partnerships supported (DM) Implementation progress on Presidential Memorandum for job-driven training (DM) Number data dissemination tools and improvements fueled by public-use Longitudinal Employer-Household Dynamics (LEHD) data (ESA / Census)

¹ Of these five indicators, only this one had FY 2014 targets and actuals.

Strategic Objective 2.5: Accelerate growth of innovation-intensive economic sectors by building public and private capacity to invent, improve, and commercialize new products and services

Key Strategies

- Develop and provide next-generation measurement tools and standards
- Build capacity in emerging areas of research to meet tomorrow's challenges
- Optimize patent and trademark application review efficiency and quality and improve enforcement of IP rights
- Accelerate rate of lab-to-market commercialization

Strategic Objective 2.5 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> First action patent pendency (USPTO)¹ Total patent pendency (USPTO)¹ Patent backlog (USPTO)¹ Patent quality composite score (USPTO)¹ Number of industry-federal partnerships(NIST)
Supporting Indicators	<ul style="list-style-type: none"> Relative citation impact of NIST-authored publications (NIST)¹ Percentage of prioritized countries for which country teams have made progress (USPTO): Number and dollar amount of grants that support entrepreneurial activities (EDA) First action trademark pendency (USPTO)¹

¹ Of these nine indicators, these six had FY 2014 targets and actuals.

ENVIRONMENT

Strategic Goal 3: Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment

Public Benefits

Society exists in a highly variable climate system, with conditions changing over the span of seasons, years, decades, and centuries. Given such stresses as population growth, drought, and increasing demand for freshwater, it is essential for NOAA to provide reliable observations, forecasts, and assessments of climate, water, and ecosystems to enhance decision-makers' ability to mitigate climate change impacts, like coastal inundation and increased frequency of extreme events. This information supports decisions regarding community planning, business management, and natural resource and water planning.

Ocean and coastal ecosystems provide many extremely visible human benefits - they provide nourishment, they provide recreational opportunities, and they support economies. Yet ocean and coastal resources are already stressed by human uses and habitat changes resulting in depleted fish and shellfish stocks; increased numbers of species at-risk; and

declining marine, coastal, and Great Lakes biodiversity. NOAA ensures that U.S. ocean, estuarine, Great Lakes, and related ecosystems and the species that inhabit these ecosystems are as vibrant and sustainable as possible in the face of these challenges. By working toward the long-term sustainability of all species, NOAA will also ensure, for present and future generations, that seafood is a safe and affordable; that seafood production, recreational fishing opportunities, and non-consumptive uses of living marine resources support vibrant economies; and that species of cultural and economic value can flourish.

To protect and sustain the viability of eco-delicate and economically critical coastal areas, NOAA works with its partners to achieve a balance between the use and protection of resources. Comprehensive planning addresses competing uses to protect coastal communities and resources from the impacts of hazards and land-based pollution on vulnerable ecosystems, as well as to improve water quality and foster integrated management for sustainable uses. Geospatial services will support communities, navigation, and economic efficiency with accurate, useful characterizations; charts and maps; assessments; tools; and methods. Coastal decision-makers need the capacity to adaptively manage coastal communities and ecosystems with best available natural and social science. Enabling this goal are strong collaborative partnerships with regional, state, and local private and public entities that have responsibilities and interests in managing coastal communities and ecosystems.

By examining oceanic and atmospheric patterns, NOAA can improve its understanding of the environment and its evolution. In order to observe the environment, NOAA develops and procures satellite systems, aircraft, and ships. The information they gather is used to predict weather and warn communities about imminent severe weather. This information affects all facets of society from agricultural planning to electric power usage to disaster planning. It plays a major role in the accuracy of national, regional, and local forecasting as well as impacting short and long-term climate modeling.

The National Weather Service (NWS) has launched the Weather-Ready Nation (WRN) initiative to build community resilience in the face of increasing vulnerability to extreme weather and water events. NIST contributes building and infrastructure standards that support resiliency. EDA funds community strategies for sustainability and resilience. ESA provides statistics that are employed in the planning.

One of the growing challenges in the 21st century is the escalation of the demand for water and improved water and air quality. Changing water temperatures and poor air quality impact the Nation's population and its fish and shellfish populations. NOAA combines predictive weather information with an understanding of weather, water, and climate to develop integrated predictions that can improve the health of ecosystems and communities.

Performance Results

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. The HRRR is run 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.

NOAA provided advanced warnings for the "Polar Vortex" incursion by accurately predicting the unusual jet stream pattern which occurred in January 2014 more than 8 days in advance. This "Polar Vortex" incursion resulted in the coldest and most persistent frigid temperatures in 20 years across the central and eastern United States. Along with the extreme cold, heavy snow and ice plagued much of the Midwest, with up to a foot of wind-driven snow falling from Missouri to Michigan. The effective advanced warnings enabled federal, state, local and commercial decision makers to take action. As the event drew closer, NOAA provided continuous decision support and staffed special operations centers, in close conjunction with FEMA and other impacted government agencies, to address regional and national impacts. NOAA issued over 600 wind chill warnings and special hazardous weather products providing timely and accurate information via intra-governmental conferencing, web sites, local media outlets, and social media. The energy industry, working closely with NOAA, prepared for potential shortages of natural gas and electricity. Although at least 10 people died as a direct result of the cold, many more heeded warnings and sought shelter.

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 integrates 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. MRMS provides better depictions of high-impact weather events such as heavy rain, snow, hail, tornadoes, and other threats, thus 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.

NOAA is a part of the international Cospas-Sarsat Program which was inducted into the Space Foundation's Space Technology Hall of Fame in May 2014 at the 30th annual Space Symposium. The honor recognizes technologies originally developed for space applications that now improve life on Earth. The Search and Rescue Satellite Aided Tracking (SARSAT) system uses NOAA satellites in low-earth and geostationary orbits to detect and locate aviators, mariners, and land-based users in distress. In FY 2014, 203 people were rescued in the U.S. with the aid of the Cospas-Sarsat system.

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 our 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 first methodology to rapidly assess the vulnerability of U.S. marine fish stocks to changing climate and ocean conditions. The Fish Stock Climate Vulnerability Assessment methodology uses information on climate and ocean conditions, species distributions, and life history characteristics to help fisheries managers and scientists identify

which species are most vulnerable or adaptable to climate change impacts. This information will aid in considering management strategies for climate-vulnerable fish stocks. The methodology was used to assess the climate vulnerability of 79 fish stocks in the Northeast region. Information on the methodology and NE assessment is available at <http://www.st.nmfs.noaa.gov/ecosystems/climate/activities/assessing-vulnerability-of-fish-stocks>

The following table shows the three-year results of key and supporting indicators that appear in the Strategic Plan, related to Environment. Only those key and supporting indicators that had FY 2014 targets appear in this table.

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Target	FY 2014 Actuals	FY 2014 Status
Annual number of peer-reviewed publications related to environmental understanding and prediction (NOAA)	1,800	1,676	1,200	1,759	Exceeded
Percentage of U.S. coastal states and territories demonstrating 20% or more annual improvement in resilience capacity to weather and climate hazards (%/year) (NOAA)	46%	57%	46%	54%	Exceeded
Number of webinars conducted and enhancements to the Census Bureau's OnTheMap for Emergency Management website (CENSUS)	New	New	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
Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management (NOAA)	58	63	69	69	Met
Number of protected species with designated as threatened, endangered, or depleted with stable or increasing population levels (NOAA)	29	30	28	37	Exceeded
Fish stock sustainability index (FSSI) (NOAA)	606	618.5	645.5	640.5	Not Met
Number and percentage of recovery actions ongoing or completed (NOAA)	1,862 / 44.3% ¹	1,897 / 45.1%	1,979 / 44.4%	2,013 / 45.2%	Exceeded
Percentage of fish stocks with adequate population assessments and forecasts (NOAA)	56.1%	58.3%	58.3%	59.6%	Exceeded
Number of habitat acres restored (annual) (NOAA) ²	58,120	46,857	40,820	29,407	Not Met
Number of days of forecast accuracy and warning lead time (NOAA) ³					
Severe weather warnings for tornadoes – lead time (minutes)	11	9	13	9	Not Met
Severe weather warnings for tornadoes – accuracy (%)	69%	57%	72%	60%	Not Met
Severe weather warnings for flash floods – lead time (minutes)	53	64	60	55	Met
Severe weather warnings for flash floods – accuracy (%)	78%	78%	74%	78%	Exceeded
Hurricane forecast track error (48 hours) (nautical miles)	69	103	81	65	Exceeded
Hurricane forecast intensity error (difference in knots)	12	10	12	14	Not Met
Accuracy (%) (threat score) of day 1 precipitation forecasts	33%	33%	32%	33%	Exceeded
Winter storm warnings – lead time (hours)	18	22	20	22	Exceeded
Winter storm warnings – accuracy (%)	83%	89%	90%	89%	Met
Marine wind – accuracy (%)	76%	76%	74%	78%	Exceeded
Marine wave height – accuracy (%)	78%	81%	76%	83%	Exceeded
Aviation forecast accuracy for ceiling/visibility (3 mile/ 1,000 feet or less)(%)	61%	62%	65%	62%	Met
1. NOAA did not have a target for this indicator in FY 2012					
2. The Strategic Plan indicator is worded slightly different – “Number of habitat acres conserved.” NOAA does not have actuals for that wording but does so for “Habitat acres restored.” NOAA will not get final results until the spring, however, it does not anticipate meeting the target					
3. The Strategic Plan had a composite indicator, “Number of days of forecast accuracy and warning lead time,” however, NOAA does not have a composite target for this indicator. These indicators reflect parts of that composite indicator that NOAA reported on in FY 2014.					
Status is as follows: Blue = Exceeded(>100% of target); Green = Met (90-100% of target); Red = Not Met (<90% of target).					

Strategic Objective 3.1: Advance the understanding and prediction of changes in the environment through world class science and observations

Key Strategies

- Deploy the next generation of satellites and observation and data gathering systems
- Advance holistic, integrative ecosystem research (Develop the next-generation environmental modeling system
- Develop the next-generation environmental modeling system
- Improve the understanding of greenhouse gas processes

Strategic Objective 3.1 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Key milestones completed on time for satellites and ships (NOAA) • Annual number of peer-reviewed publications related to environmental understanding and prediction (NIST, NOAA)¹
Supporting Indicators	<ul style="list-style-type: none"> • Number of comparative greenhouse gas emissions studies completed (NIST, NOAA) • Percentage of data processed and delivered to the user community (relative to all data transmitted to NOAA from NOAA-managed satellites) (NOAA)¹

¹ Of these four indicators, only this one had FY 2014 targets and actuals.

Strategic Objective 3.2: Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation

Key Strategies

- Evolve NOAA's National Weather Service
- Improve the accuracy and usefulness of forecasts
- Enhance decision support services for emergency managers

Strategic Objective 3.2 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Number of days of forecast accuracy and warning lead time (NOAA)^{1, 2} • American Customer Satisfaction Index for NOAA's National Weather Service (NOAA)
Supporting Indicators	<ul style="list-style-type: none"> • Number of webinars conducted and enhancements to the Census Bureau's OnTheMap for Emergency Management website.¹

¹ Of these three indicators, these two had FY 2014 targets and actuals.

² This is a composite indicator NOAA reported FY 2014 results on individual indicators as noted above

Strategic Objective 3.3: Strengthen the resiliency of communities and regions by delivering targeted services to build capacity

Key Strategies

- Build partnerships to produce and deliver climate information and services
- Enhance coastal intelligence
- Lead the development of a Disaster Resilience Framework
- Help communities and regions leverage assets to build capacity for resilience

Strategic Objective 3.3 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Percentage of U.S. coastal states and territories demonstrating annual improvements in resilience capacity to weather and climate hazards (NOAA)¹
Supporting Indicators	<ul style="list-style-type: none"> • Number and dollar amount of grants that support resiliency in communities and regions (EDA) • Number of communities that utilize Digital Coast (NOAA) • Cumulative number of coastal, marine, and Great lakes issue based forecasting capabilities developed and used for management (NOAA)¹ • Percentage of key milestones met for Disaster Resilience Standards Panel (NIST) • Web activity by risk management community for long-term catastrophe risk assessment (NOAA)

¹ Of these six indicators, only these two had FY 2014 targets and actuals. Highlighted indicators have FY 2014 targets and actuals

Strategic Objective 3.4: Foster healthy and sustainable marine resources, habitats, and ecosystems through improved management and partnerships

Key Strategies

- Strengthen capabilities to assess and monitor fish and protected resources
- Improve recovery of listed species through innovative partnerships
- Enhance place-based conservation

Strategic Objective 3.4 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Number of domestic stocks listed as subject to overfishing for which the annual catch does not exceed the overfishing limit (APG for FY 2014 – 2015) (NOAA) • Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels (NOAA)¹
Supporting Indicators	<ul style="list-style-type: none"> • Fish Stock Sustainability Index (FSSI) (NOAA)¹ • Number and percentage of recovery actions ongoing or completed (NOAA)^{1, 2} • Habitat acres conserved (NOAA)^{1, 2}

¹ Of these five indicators, these three had FY 2014 targets and actuals.
² NOAA reported FY 2014 results on a similar indicator as noted above

Strategic Objective 3.5: Enable U.S. businesses to adapt and prosper by developing environmental and climate informed solutions

Key Strategies

- Boost exports of environmental and clean energy technologies
- Develop standards and tools to assess green building technologies.
- Engage Targeted Business Sectors to integrate natural capital values into business models

Strategic Objective 3.5 Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Number of visits to information portals focusing on environmental and clean energy exports (ITA) • Number of trade promotion and trade policy missions that support U.S. environmental and clean energy businesses (ITA)
Supporting Indicators	<ul style="list-style-type: none"> • Number of page visits to BIRDS, a free online software tool for businesses to assess the economic and environmental tradeoffs in developing green buildings (NIST)
Future Indicators	<ul style="list-style-type: none"> • Dollar value of exported goods and services for clean energy and environmental technologies (ITA).

DATA

Strategic Goal 4: Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy

Public Benefits

In many ways the United States is a statistics driven society. The Nation depends on statistics provided by Census and BEA to plan financial and investment strategies, plan for economic (both national and international) expansion, provide funds to needy organizations, and anticipate population shifts that affect the demand for public funds. Information on demographics, 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.

ESA, comprised of Census and BEA, provides decision-makers with timely, relevant, and accurate economic and statistical information related to the U.S. economy and population. Current and benchmark measures of the U.S. population, economy, and governments play a vital role in governance, economic decisions and policy development. Census uses the Decennial Census to provide the official population counts for determining state allocations of seats in the U.S. House of Representative. States use the data to determine Congressional, state, and local legislative boundaries. The Decennial Census provides comprehensive demographic information about all people living in the United States, Puerto Rico, and the associated Island Areas. This data is used to identify community needs and for land use and transportation planning. The program also provides data on small geographic areas and population groups; this data is needed by agencies to implement legally mandated programs. Approximately \$400 billion a year is distributed to state and local governments using formulas that are based on 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.

BEA invests in the improvement of the accuracy and relevance of GDP, international trade in goods and services, industry economic measures, and regional and metropolitan statistics, thereby supplying the economic statistics essential to sound business forecasting and monetary policy. The Department seeks to understand the strength and direction of the economy as well as the determinants of growth as the Nation shifts to more knowledge-based and skill-based industries.

Performance Results

In November 2014, tabulation and macro data analysis for the 2012 Economic Census began. The first product from the 2012 Economic Census, the Advance Report, which provides national level data on the nation's economy, was released March 26th, ahead of the March 31st target date. Releases began in May 2014 for the 2012 Economic Census Industry Series reports. As of September 30th, 406 of the anticipated 538 Industry Reports (covering 954 NAICS industries) were issued. This exceeded the target to release 30 percent of the Industry Series data products by September 30th. Releases for the 2012 Economic Census will continue in FY15.

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

Census consistently released Current Population Survey (CPS) controls in time for weighting monthly estimates. This is important because the CPS is the source of the monthly unemployment data for the United States, which is 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 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 (2010-2012) 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).

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:

- To provide further insight into the relative purchasing power of consumers in different states and metro areas, BEA released new measures of inflation adjusted Personal Income for State and Metropolitan Areas.
- New prototype statistics on Personal Consumption Expenditures by State provide a better gauge of how consumers are faring across different states offering a richer picture of economic activity across the U.S.
- Finally, BEA is now providing 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).

NTIS has demonstrated innovative achievements in its information dissemination activities as provided in the National Technical Information Act of 1988, codified in 15 U.S.C. 3704b. This Act directed NTIS to "implement new methods or media for the dissemination of scientific and technical, and engineering information." Supporting this directive, NTIS, as part of its base program and without appropriations, made its bibliographic database since 1990 available on the Internet, making the collection more widely available to the public and allowing customers to download products electronically. Those efforts will continue to be expanded and refined as analysis of the activities warrant. In this continuing effort, NTIS continues to follow all Administration policies restricting access to information that could be used improperly.

The following table shows the three-year results of key and supporting indicators that appear in the Strategic Plan, related to Data. Only those key and supporting indicators that had FY 2014 targets appear in this table.

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Target	FY 2014 Actuals	FY 2014 Status
Percentage of milestones met for Find It - Connect It	New	New	100%	100%	Met
Cost efficiency of 2020 decennial census	New	New	Two field tests that will inform cost and quality goals for the 2020 Census	Completed two field tests that will inform cost and quality goals for the 2020 Census	Met
Percentage of key data products for Census programs released on time to support effective decision-making of policymakers, businesses, and the public (ESA/CENSUS)	<ul style="list-style-type: none"> • 100% of Economic Indicators released on time • At least 90% of key prep activities completed on time 	<ul style="list-style-type: none"> • 100% of Economic Indicators released on time • At least 90% of key prep activities completed on time 	<ul style="list-style-type: none"> • 100% of Economic Indicators released on time • At least 90% of key prep activities completed on time 	<ul style="list-style-type: none"> • 100% of Economic Indicators released on time • At least 90% of key prep activities completed on time 	Met
Status is as follows: Blue = Exceeded (>100% of target); Green = Met (90-100% of target); Red = Not Met (<90% of target).					

Strategic Objective 4.1: Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public

Key Strategies

- Increase capacity to make data accessible, discoverable and usable by the public
- Drive the development of Big Data standards and measurement science
- Establish data interoperability across the Department and expand open data access
- Make Commerce data easier to access, use, download, and combine through a *Find it-Connect It* service

Strategic Objective 4.1 - Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Percentage of milestones met for Commerce interoperability framework (NIST)^{1,2} • Percentage of milestones met for Big Data standards (NIST) • Percentage of milestones met for <i>Find It - Connect It</i> (Census)¹ • Percentage of NOAA environmental data available to the public . (NOAA)

¹ Of these four indicators, these two had FY 2014 targets and actuals.

² NIST shows this indicator under objective 2.5

Strategic Objective 4.2: Improve data based services, decision-making and data sharing within the Department and with other parts of the federal government.

Key Strategies

- Improve the use of existing federal databases to help analyze business assistance and economic growth programs throughout the government
- Execute high profile statistical data programs well
- Increase data sharing among federal agencies and reduce the public's burden of providing information

Strategic Objective 4.2 - Performance Indicators	
Key Indicators	<ul style="list-style-type: none">• Percentage of milestones met for business assistance analysis. (Census, ESA)• Cost efficiency of 2020 decennial census (Census)¹• Census count measure for quality of 2020 decennial census (Census)
Supporting Indicators	<ul style="list-style-type: none">• Timeliness of cyclical census programs (Census)

¹ Of these four indicators, only this one had FY 2014 targets and actuals. Highlighted indicators have FY 2014 targets and actuals

Strategic Objective 4.3: Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers

Key Strategies

- Foster the growth of private sector weather, water, and climate information and service-providers
- Explore combining of Federal and private-sector datasets to strengthen decision-making
- Continually revisit and revise the Department's data products to meet changing needs

Strategic Objective 4.3 - Performance Indicators	
Key Indicators	<ul style="list-style-type: none">• Percentage of milestones met for stakeholder outreach. (ESA)• Number of visits to NOAA information portals (NOAA)
Supporting Indicators	<ul style="list-style-type: none">• Timeliness of release of key data products. (Census)^{1, 2}

¹ Of these three indicators, only this one had FY 2014 targets and actuals.

² Census reported FY 2014 results under the indicator, "Percentage of key data products for Census Bureau programs released on time to support effective decision-making of policymakers, businesses, and the public."

OPERATIONAL EXCELLENCE

Public Benefits

The Department must have the capacity to do business with the public and its partner agencies, both as a more than \$8 billion worldwide enterprise, and as an integrated set of individual programs. This requires that it identify, adopt, and maintain business practices essential to successful operations; use its resources wisely; and effectively implement the laws that affect it. In order to ensure the accomplishment of its mission, the Department has developed and put into place policies and programs designed to enable the successful operation of its units, the effective and efficient use of both material and human resources, and the implementation of laws and regulations that govern the use of those resources.

The benefits of all Department programs are increased by staff who are highly qualified not only in their field but in cutting edge management practices, human relations and customer service. Therefore, Operational Excellence includes developing staff to their full potential as leaders, individuals and collaborators. It also includes performance management systems that orchestrate the activities of the Department's 45,000 employees to achieve timely results.

As U.S. society becomes increasingly oriented toward using electronic means of communication and information dissemination, federal agencies must be as responsive to the needs of the public, the private sector, other levels of government, and other federal agencies. Technology transformation across the Department will provide systems able to perform at the highest levels and adapt as technology advances.

Performance Results

In FY 2014, the Department was ranked the 2nd Best Place to Work in the Federal Government out of 19 large Federal agencies. In 2012 Commerce ranked fourth. USPTO was ranked 4th in FY 2012, 1st in FY 2013, and 2nd in FY 2014. The rankings are based upon the Best Places Index, which is calculated using three questions from the annual Federal Employee Viewpoint Survey (FEVS). Based on the 2013 FEVS results, the Department's index was 67.6, and USPTO's index was 84.4, 9.8 and 26.6 points higher than the Government-wide index. Since the rankings were first launched in 2003, the Government-wide index of 57.8 is the lowest exhibited in a given year. Yet, while many Federal agencies are experiencing significant declines, the Department has managed to maintain steady levels of employee satisfaction, in times of lean Federal budgets and resources.

The Department achieved the highest percentage of veteran new hires over the past 20 years at 13.2% in FY 2013, an increase of 3.6% from FY 2012. Additionally, the percentage of disabled veteran new hires increased to 3.6% in FY 2013 from 2.8% in FY 2012. Efforts to support Executive Order 13518 "Employment of Veterans in the Federal Government" included: coordinating the Veterans Day event "Celebrating the Contributions of Veterans" with keynote Major General Gary S. Patton; assigning Veterans Preference and USERRA e-learning modules to over 3,100 hiring managers and Human Resources practitioners; attending and providing informational interviews at the 2013 Wounded Warrior Federal Employment Conference and the Service Academy Career Conference; and delivering a two-hour presentation on employment opportunities and hiring flexibilities to transitioning service members, veterans, and military spouses, during OPM's Agency Spotlight Program. Additionally, members of the DOC Veteran Employment Council referred over 100 qualified disabled veteran resumes to hiring managers for non-competitive appointment consideration.

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.

In FY 2014, the OIG participated in criminal and civil cases that resulted in financial recoveries to the government totaling more than \$7 million, as well as significant judicial and administrative actions.

DM is still in the process of developing targets for Operational Excellence indicators that appear in the Strategic Plan. Therefore, the following table shows the three-year results of selected indicators that appear in the DM Annual Performance Plan and Report that had FY 2014 results and that will remain in FY 2015.

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Target	FY 2014 Actuals	Status
Demonstrate effective management of information technology resources using cyber technology	<ul style="list-style-type: none"> 75% of major IT investments have cost/schedule overruns and performance shortfalls <10% Conducted IT security compliance checks of all operating units Trained Authorizing Officials and System Owners with quarterly workshops. Achieved greater than 85% of required security training for privileged users (role-based). Currently at 50% of NCSD capabilities. 	<ul style="list-style-type: none"> On average, for its major IT investments in the development stage, the Department achieved its cost target of being within 10% variance (under budget) and was within a 25% schedule variance. 99% of systems in production with valid Accreditation and Authorization (A&A) Conducted IT Security compliance review of all OUs and 34 assessments Implemented 100% of moderate / high impact systems with "top 5" security controls 	<p>IT investments have cost / schedule overruns and performance shortfalls averaging less than 10%</p> <p>Continuous Monitoring – ongoing near real-time awareness and assessment of information security risks to support risk management decisions (95%)</p> <p>Strong Authentication - ensure only authorized employees have access to federal information systems following the HSPD-12 Personal Identity Verification standard (75%)</p> <p>Trusted Internet Connection Consolidation – consolidate external Internet traffic and ensure a set of common security capabilities (95%)</p> <p>Trusted Internet Connection Capabilities – ensure NOAA TIC service meets TIC 2.0 requirements (100%)</p> <p>Complete Security compliance reviews of all OUs and 22 assessments.</p>	<p>On average, for its major IT investments, the Department was within a 20% positive variance (under budget) and was within a 30% schedule variance.</p> <p>Enterprise Security Operations Center achieved functional initial operating capability on 9/25/2014. Current deployment of enterprise monitoring capability at 113% of projected deployment.</p> <p>Strong Authentication aggregated totals for non-privileged and privileged access is 72% as of 9/29/2014 which represents a 100% increase from FY2013.</p> <p>TIC Consolidation 100% via MTIPS for all OUs except NOAA who is in process of establishing TICAP services.</p> <p>NOAA TIC 2.0 compliance at 87.5%, planned date to reach 100% is 9/30/2015.</p> <p>Security compliance reviews of all OUs and 22 assessments.</p>	Not Met Met Met Met Met
Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management	FY 2012 Audit identified one material weakness and one significant deficiency. Completed FY 2012 A-123 assessment of internal controls	Eliminated the material weakness still two remaining significant deficiencies Completed A-123 assessments	Eliminate any repeat significant deficiency within 1 year of determination Complete FY 2014 A-123 assessment of internal controls	Eliminated one repeat significant deficiency out of two, added one additional significant deficiency. Completed FY 2014 A-123 assessment of Internal Controls.	Not Met

	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Target	FY 2014 Actuals	Status
Workforce Indicators					
Employee engagement index	70%	70%	71%	70%	Met
Permanent attrition	New	6%	11%	7%	Exceeded
Mission-critical occupation staffing	New	10%	5%	5%	Met
Hiring timeline (average days)	84	103	80	TBD	TBD
Candidate quality	New	62%	70%	63%	Met
Disability hires	New	12.3%	9.0%	7.3%	Not Met
Veteran hires	New	13.4%	15.2%	12.5%	Not Met
Dollar value of financial benefits identified by the OIG	\$175.8M	\$361.5M	\$70M	\$182M	Exceeded
1. Since BusinessUSA is a new program, it is still in the process of developing indicators that best reflect the program. These indicators were in place in FY 2014 and reflected FY 2014 performance. However, BusinessUSA is discontinuing them beginning in FY 2015.					
1. Until FY 2014, these indicators were clustered together. If a cell is not shaded, DM has an actual for that indicator, but not a target for that given year					
Status is as follows: Blue = Exceeded (>100% of target); Green = Met (90-100% of target); Red = Not Met (<90% of target).					

Operational Excellence Plans for FY 2014/2015

The current challenge 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. This agility and operational excellence is essential for the Department to execute its strategy and maximize value to customers. The factors that determine excellence include people, processes, technology, and management and each of these categories include multi-faceted complex systems. However, launching multiple improvement initiatives in several areas will create activity but not progress. 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 yield significant and measurable progress across the Department.

Strategic Objective 5.1: Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance

Key Strategies

- Build a learning organization
- Create a 21st century information technology infrastructure.
- Manage for results

Strategic Objective 5.1 - Performance Indicators	
Key Indicators	<ul style="list-style-type: none"> • Percentage of milestones met for the development and implementation of the senior leader learning framework (OS, All Bureaus) • Percentage of milestones met for the development and implementation of an integrated Commerce-wide IT enterprise architecture (OS, All Bureaus) • Percentage of milestones met for the development and implementation of a Commerce-wide enterprise IT shared services plan (OS, All Bureaus) • Percentage of milestones met for the development and implementation of a strategic plan dashboard (OS, All Bureaus)

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 2014 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).

GOAL	PERCENTAGE OF GLOBAL MARKETS CLIENTS THAT ACHIEVED THEIR EXPORT OBJECTIVES					
Bureau	<i>International Trade Administration (ITA)</i>					
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.			Number of clients assisted by Global Markets	Percentage of clients highly likely to recommend Global Markets	
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	<i>U.S. Patent and Trademark Office (USPTO)</i>							
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.			Unexamined Patent Application Backlog	Patent Quality Composite Score			
Performance Indicators	Patent First Action Pendency	Patent Total Pendency			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.		
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.					
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
FY 2014	17.4	18.4	26.7	27.4	593,700	605,646	83-91	75
FY 2015 ¹	15.7		26.4		534,900		100	
FY 2016	14.6		24.6		484,495		²	

1. Currently projecting not to meet APG targets by the end of FY 2015

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

GOAL	EXPAND BROADBAND SERVICE TO COMMUNITIES:					
Bureau	<i>National Telecommunications and Information Administration (NTIA)</i>					
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 (Sustainable Broadband Adoption Projects)	
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 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	<i>National Oceanic and Atmospheric Administration (NOAA)</i>					
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	65
FY 2015	9				80	
FY 2016					78	
1. Not available until the end of the second quarter in FY 2015						

GOAL	CONFIRM ELIMINATION OF OVERFISHING					
Bureau	<i>National Oceanic and Atmospheric Administration (NOAA)</i>					

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 FY14, we will track the 2013 fishing year catch for each of the 21 stocks quarterly using the best catch estimates available at the time. In FY15, we 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

FY 2014/2015 Priority Goals

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

1. By September 30, 2015, the Department of Commerce will increase the percentage of companies assisted by Global Markets that achieve their export objectives to 71%. **(ITA)**
2. By September 30, 2015, the Department of Commerce will reduce patent pendency for first action and total pendency from the end of FY 2012 levels of 21.9 and 32.4 months to 15.7 and 26.4 months; as well as reduce the unexamined patent application backlog of 608,300 to 534,900. Additionally, the patent quality composite score will be improved from 72.4 percent to 100 percent of the FY 2015 target. **(USPTO)**
3. By September 30, 2015, the Department of Commerce will increase the nation's broadband infrastructure developed through the Broadband Technology Opportunities Program (BTOP) from 78,120 miles at the end of FY 2012 to 110,000 miles. When this goal is achieved, BTOP will connect 24,000 community anchor institutions and will add 650,000 new household and business subscribers to broadband service. **(NTIA)**
4. By September 30, 2015, the Department of Commerce will improve its overall weather forecast model accuracy to 9 days which will enable more accurate, consistent, longer lead time for specific weather event forecasts and warnings. **(NOAA)**
5. By September 30, 2015, the Department of Commerce will confirm the elimination of overfishing on all 21 U.S. domestic stocks identified as subject to overfishing as of June 30, 2013 by comparing catch data relative to overfishing limits (OFLs). **(NOAA)**

FINANCIAL HIGHLIGHTS

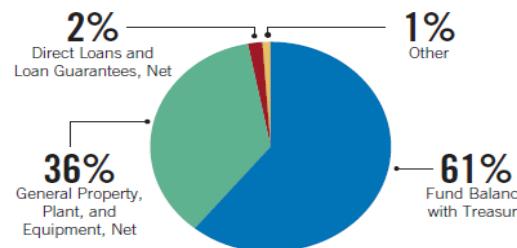
(Dollars in Thousands)	% Change	FY 2014	FY 2013	(Dollars in Thousands)	% Change	FY 2014	FY 2013
As of September 30, 2014 & 2013				For the Years Ended September 30, 2014 & 2013			
Condensed Balance Sheets:				Condensed Statements of Net Cost:			
ASSETS:				Total Gross Departmental Costs	-5%	\$11,468,898	\$12,056,144
Fund Balance with Treasury	+14%	\$20,440,730	\$18,002,497	Less: Earned Revenue	+6%	(\$3,796,874)	(\$3,569,109)
Gen. Prop. Plant, & Equip., Net	+9%	\$12,107,752	11,103,844	NET COST OF OPERATIONS	-10%	\$7,672,024	\$8,487,035
Direct Loans and Loan Guarantees, Net	-4%	\$512,588	533,692				
Other	-10%	\$356,634	398,278	Condensed Financing Sources:			
TOTAL ASSETS	+11%	\$33,417,704	\$30,038,311	Appropriations Received, Net of Reductions	+7%	\$8,250,441	\$7,733,541
LIABILITIES:				Transfer In of Auction Proceeds from Federal Communications Commission	N/A	1,221,000	
Unearned Revenue	+12%	\$1,641,577	\$1,461,122	Imputed Financing Sources from Cost Absorbed by Others	+21%	\$357,022	\$295,288
Federal Employee Benefits	0%	\$898,771	897,191	Other	+58%	\$289,260	\$183,372
Accounts Payable	+15%	\$592,999	513,815	TOTAL FINANCING SOURCES	+23%	\$10,117,723	\$8,212,201
Accrued Grants	-11%	\$475,714	536,711				
Debt to Treasury	+128%	\$1,311,671	575,603	Selected Budgetary Information:			
Accrued Payroll & Annual Leave	+7%	\$500,082	467,706	Obligations Incurred	+8%	\$13,363,956	\$12,354,766
Other	-11%	\$279,110	314,082	Outlays, Gross	-6%	\$12,914,541	\$13,778,017
TOTAL LIABILITIES	+20%	\$5,699,924	\$4,766,230				
NET POSITION:							
Unexpended Appropriations	+1%	\$5,263,441	\$5,340,879				
Cumulative Results of Operations	+13%	\$22,454,339	19,931,202				
TOTAL NET POSITION	+10%	\$27,717,780	\$25,272,081				
TOTAL LIABILITIES AND NET POSITION	+11%	\$33,417,704	\$30,038,311				

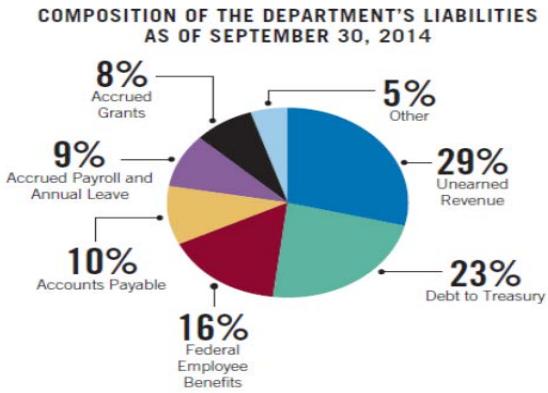
ANALYSIS OF FY 2014 FINANCIAL CONDITION AND RESULTS

Assets

The Department had total assets of \$33.42 billion as of September 30, 2014. This represents an increase of \$3.38 billion or 11 percent over total assets of \$30.04 billion as of September 30, 2013. Fund Balance with Treasury increased \$2.44 billion or 14 percent, from \$18.00 billion to \$20.44 billion, primarily due to an increase in the National Telecommunications and Information Administration's (NTIA) Public Safety Trust Fund's Balance with Treasury of \$1.93 billion as a result of a FY 2014 transfer in of \$1.22 billion of auction proceeds from the Federal Communications Commission (FCC) and FY 2014 net borrowings from the U.S. Department of Treasury (Treasury) of \$740 million. The Public Safety Trust Fund provides funding to the First Responder Network Authority, an independent authority within NTIA created to provide emergency responders with the first high-speed nationwide network dedicated to public safety. Fund Balance with Treasury also increased due to the U.S. Patent and Trade Office's (USPTO) increase of \$508 million mainly as a result of increased fee rates implemented as a result of Leahy-Smith America Invent Act of 2011. General Property, Plant & Equipment, Net of Accumulated Depreciation increased \$1.00 billion or 9 percent, from \$11.10 billion to \$12.11 billion, mainly due to increases of \$860 million in NOAA's Construction-in-progress and \$382 million in NOAA's Satellites/Weather Systems Personal Property. Other Assets decreased by \$42 million or 10 percent, from \$398 million to \$357 million, primarily due to a \$17 million decrease in advances and prepayments with other federal entities in NTIA's Digital Television Transition and Public Safety Fund, as programs are winding down. Other Assets also decreased due to a \$16 million decrease in NOAA's accounts receivable with other federal entities primarily related to the National Weather Service's Automated Surface Observing System and NOAA's Deepwater Horizon oil spill response.

**COMPOSITION OF THE DEPARTMENT'S ASSETS
AS OF SEPTEMBER 30, 2014**





Liabilities

The Department had total liabilities of \$ 5.70 billion as of September 30, 2014, representing an increase of \$934 million or 20 percent as compared to total liabilities of \$ 4.77 billion at September 30, 2014. Unearned Revenue increased \$180 million or 12 percent, from \$1.46 billion to \$1.64 billion, primarily due to an increase in USPTO's unearned revenue of \$173 million, in large part resulting from an increase in fee rates implemented as the result of the Leahy-Smith America Invents Act of 2011. Accounts Payable increased \$79 million or 15 percent, from \$514 million to \$593 million, primarily due to the Census Bureau's increase of \$32 million resulting from accrual methodology improvements and NOAA's increase of \$29 million in Accounts Payable with the public primarily for its Operations, Research, and Facilities activities and

Procurement, Acquisition, and Construction activities. Debt to Treasury increased \$736 million or 128%, from \$576 million to \$1.31 billion, primarily due to NTIA's Public Safety Trust Fund's FY 2014 net borrowings of \$740 million. The increases described above for Total Liabilities are offset by a decrease in Accrued Grants, which decreased \$61 million or 11 percent, from \$537 million to \$476 million, mainly due to EDA's \$58 million decrease resulting from accrual methodology improvements.

Financing Sources

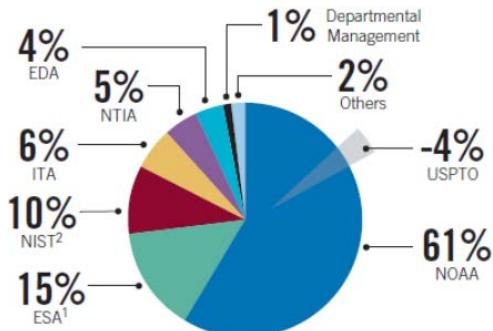
Total financing sources increased \$1.91 billion or 23 percent, from \$8.21 billion in FY 2013 to \$10.12 billion in FY 2014. Appropriations Received, Net of Reductions increased \$517 million or 7 percent, from \$7.73 billion in FY 2013 to \$8.25 billion in FY 2014, mainly due to a decrease in Rescissions/Sequestrations of Appropriations of \$550 million, from \$560 million in FY 2013 to \$11 million in FY 2014. Imputed Financing Sources from Cost Absorbed by Others increased \$62 million or 21 percent, from \$295 to \$357 million, primarily due to increased legal judgments against the Department paid from the Judgment Fund maintained by Treasury. Other financing sources of the Department increased \$106 million or 58 percent, from \$183 million to \$289 million, primarily due to an increase of \$78 million in NOAA's non-exchange revenue, which includes an increase of \$53 million in non-exchange revenue in its Damage Assessment and Restoration Revolving Fund mainly caused by increased monies received for costs related to the Deepwater Horizon oil spill response.

Net Cost of Operations

In FY 2014, the Department's Net Cost of Operations amounted to \$7.67 billion, which consists of Gross Costs of \$11.47 billion less Earned Revenue of \$3.80 billion.

The Department's Net cost of Operations decreased by \$815 million or 10 percent, from \$8.49 billion in FY 2013 to \$7.67 billion in FY 2014. Total Gross Departmental Costs decreased by \$587 million or 5 percent, from \$12.06 billion in FY 2013 to \$11.47 billion in FY 2014. The decrease in Gross Costs was mainly due to a significant decrease in Gross Costs of \$ 676 million in NTIA's Broadband Technology Opportunities Program – American Recovery and Reinvestment Act of 2009 (BTOP-ARRA), from \$945 million in FY 2013 to \$269 million in FY 2014, as the program's costs to grantees have been decreasing in the last few years due to grantees' periods of performance being in the later stages. The Department's Earned Revenue increased by \$228 million or 6 percent, from \$3.57 billion in FY 2013 to \$3.80 billion in FY 2014. The increase in Earned Revenue is largely due to an increase in USPTO's Earned Revenue of \$298 million, from \$2.72 billion in FY 2013 to \$3.02 billion in FY 2014, primarily due to increased fee rates implemented as a result of the Leahy-Smith America Invents Act of 2011 that were in effect for the entire FY 2014 versus for only a portion of FY 2013. There was also an offsetting decrease in Census Bureau's Earned Revenue of \$65 million, from \$329 million in FY 2013 to \$265 million in FY 2014, mainly as a result of decreased reimbursable revenue with several federal entities due to the completion or winding down of projects.

FY 2014 NET COST OF OPERATIONS BY RESPONSIBILITY SEGMENT



¹ ESA includes ESA, BEA, and the Census Bureau.

² NIST includes NIST and NTIS.

Selected Budgetary Information

The Department's Obligations Incurred increased by \$1.01 billion or 8 percent, from \$12.35 billion in FY 2013 to \$13.36 billion in FY 2014. Outlays, Gross decreased by \$977 million or 7 percent, from \$14.75 billion to \$13.78 billion. The increase in Obligations Incurred is primarily due to increases in NOAA's and USPTO's Obligations Incurred. NOAA's Obligations Incurred increased \$563 million, from \$5.48 billion in FY 2013 to \$6.04 billion in FY 2014, largely due to increased Obligations Incurred in its Operations, Research, and Facilities budget account of \$205 million, and in its Procurement, Acquisition, and Construction budget account of \$250 million, as these budget accounts have received increased Appropriations and Unobligated Balance Brought Forward, including increased Obligations Incurred for funds received by NOAA under the Disaster Relief Appropriations Act. USPTO's Obligations Incurred increased \$508 million, from \$2.49 billion in FY 2013 to \$3.00 billion in FY 2014, due to increased Obligations Incurred in several areas, including information technology operations, maintenance, and support services; acquisitions of General PP&E; increased compensation to employees and federal benefits due to an increase in the average number of employees; patent operations; and patent printing. The Department's Outlays, Gross decreased by \$863 million or 6 percent, from \$13.78 billion in FY 2013 to \$12.91 billion in FY 2014, primarily due to a significant decrease of \$682 million in Outlays, Gross in NTIA's BTOP – ARRA, from \$962 million in FY 2013 to \$280 million in FY 2014, mainly due to a continued decrease in payments to grantees for prior years' unpaid obligations, due to the grantees' periods of performance being in the later stages.

SUMMARY OF FINANCIAL MANAGEMENT AUDIT AND MANAGEMENT ASSURANCES

Presented below is a summary of financial statement audit and management assurances for FY 2013. Table 1 relates to the Department's FY 2013 financial statement audit, which resulted in an unqualified opinion with no material weaknesses. Table 2 presents the number of material weaknesses reported by the Department under Section 2 of the Federal Managers' Financial Integrity Act (FMFIA)—either with regard to internal controls over operations or financial reporting, and Section 4, which relates to internal controls over financial management systems; as well as the Department's compliance with the Federal Financial Management Improvement Act (FFMIA).

Table 1. Summary of Financial Audit

- Audit Opinion: Unqualified
- Restatement: No

Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
Total Material Weaknesses	0	0	0	0	0

Table 2. Summary of Management Assurances

EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA §2)						
Statement of Assurance	Unqualified					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Total Material Weaknesses	0	0	0	0	0	0
EFFECTIVENESS OF INTERNAL CONTROL OVER OPERATIONS (FMFIA §2)						
Statement of Assurance	Unqualified					
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Total Material Weaknesses	0	0	0	0	0	0
CONFORMANCE WITH FINANCIAL MANAGEMENT SYSTEM REQUIREMENTS (FMFIA §4)						
Statement of Assurance	Systems conform with financial management system requirements					
Non-Conformances	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
Total Non-Conformances	0	0	0	0	0	0
COMPLIANCE WITH FFMIA						
	Agency			Auditor		
1 System Requirements	No lack of substantial compliance noted			No lack of substantial compliance noted		
2 Accounting Standards	No lack of substantial compliance noted			No lack of substantial compliance noted		
3 U.S. Standard General Ledger at Transaction Level	No lack of substantial compliance noted			No lack of substantial compliance noted		

REPORT ON AUDIT FOLLOW-UP

The Inspector General Act, as amended, requires that the Secretary report to Congress on the final action taken for Inspector General audits. This report covers Department audit follow-up activities for the period June 1, 2012, through May 31, 2013.

SUMMARY OF ACTIVITY ON AUDIT REPORTS JUNE 1, 2013 THROUGH MAY 31, 2014						
	Disallowed Costs ¹		Funds to be put to Better Use ²		Nonmonetary Reports ³	Total
	Number of Reports	Dollars	Number of Reports	Dollars	Number of Reports	Reports
Beginning Balance ⁴	32	\$46,668,970	8	\$65,605,120	25	65
New Reports	16	4,336,874	4	163,515,149	13	33
Total Reports	48	51,005,844	12	229,120,269	38	98
Reports Closed	(17)	(10,303,653)	(4)	(5,495,642)	(18)	(39)
Ending Balance	31	\$40,702,191	8	\$223,624,627	20	59

¹ Disallowed costs are questioned costs that management has sustained or agreed should not be charged to the government.
² Funds to be put to better use" refers to any management action to implement recommendations where funds should be applied to a more efficient use.
³ Includes management, contract, grant, loan, and financial statement audits with nonmonetary recommendations.
⁴ The beginning balances reflect correction of user entry errors since the last reporting period. Corrective actions are planned to prevent similar errors in the future

INDEPENDENT AUDITORS' REPORT

Summary

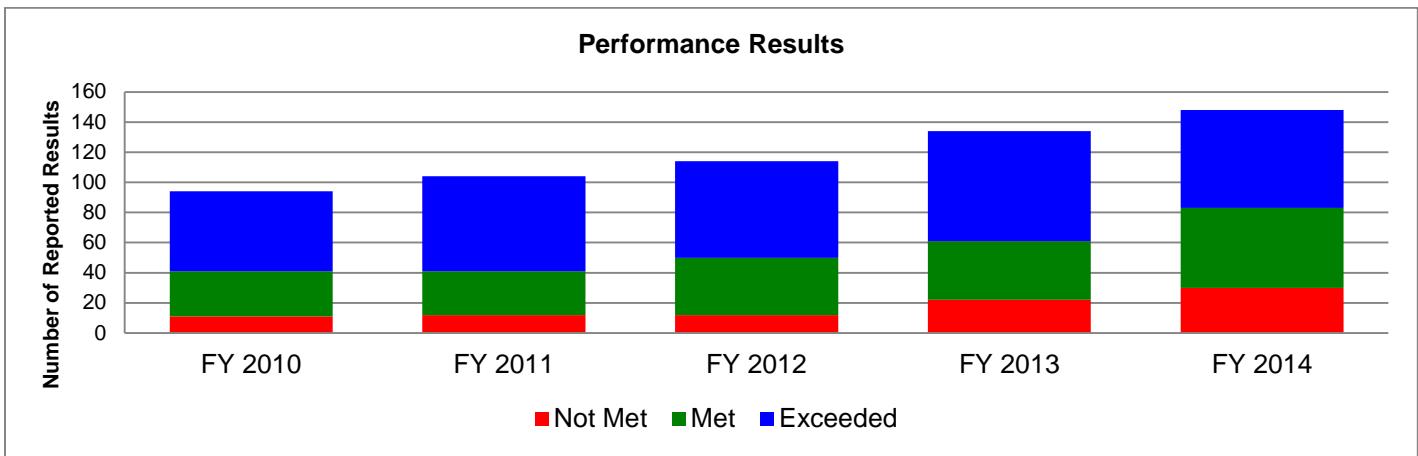
Appearing in the Department's FY 2014 Agency Financial Report (AFR), in its audit of the Department, KPMG stated that: "In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the U.S. Department of Commerce as of September 30, 2014 and 2013, and its net costs, changes in net position, and budgetary resources for the years then ended, in accordance with U.S. generally accepted accounting principles.

In its audit of the Department, KPMG:

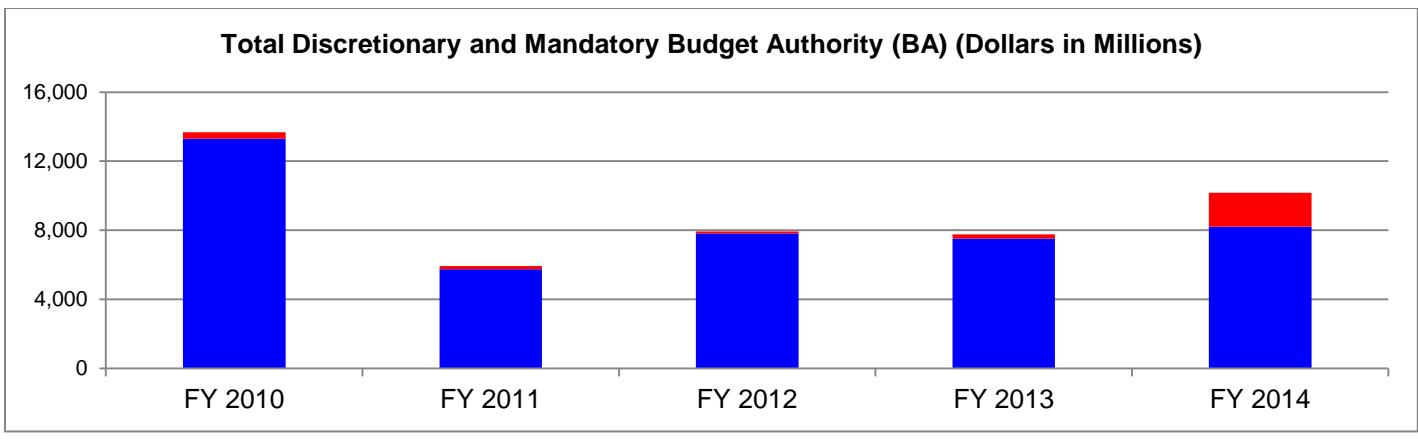
- determined that the financial statements were fairly presented in all material respects and in conformity with U.S. generally accepted accounting principles;
- identified two significant deficiencies in internal control over financial reporting related to the Department's information technology controls and accounting for Economic Development Administration's accrued grants, which were not considered to be material weaknesses;
- identified a reportable instance of noncompliance with the Anti-deficiency Act, at the Census Bureau, and three potential Anti-deficiency Act compliance matters currently under review; and,
- found no instances in which the Department's financial management systems did not substantially comply with the requirements of the Federal Financial Management Improvement Act of 1996.

The full text of this independent auditors' report can be found in the Department's FY 2014 AFR, located at http://www.osec.doc.gov/ofm/OFM_Publications.html.

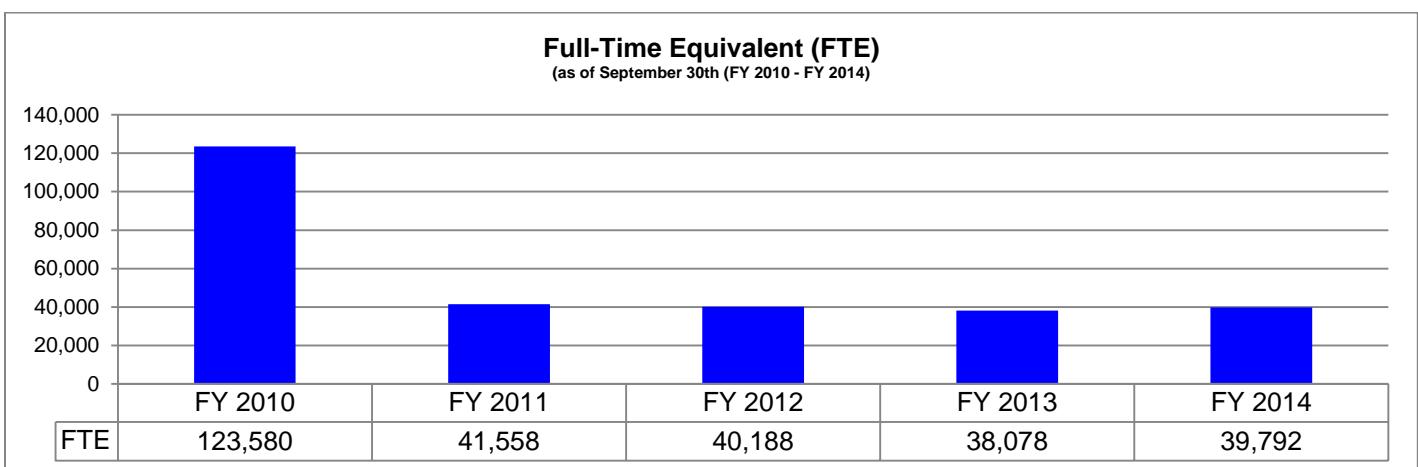
FIVE YEAR HISTORY OF PERFORMANCE, BUDGET AUTHORITY, AND FTE



% Met/ Exceeded	88%	88%	89%	84%	80%
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Discretionary	13,303	5,743	7,817	7,527	8,204
Mandatory	376	183	111	244	1,974
Total (BA)	\$13,679	\$5,926	\$7,928	\$7,771	\$10,178



DEPARTMENT OF COMMERCE WEB ADDRESSEES

Planning & Performance Web Addresses

Department of Commerce / Departmental Management

<http://www.commerce.gov/>

Strategic Plan, past Performance and Accountability Reports, Congressional Budget Justifications and Budget-in-Briefs

<http://www.osec.doc.gov/bmi/budget/>

Annual Financial Report

http://www.osec.doc.gov/ofm/OFM_Publications.htm

Office of Inspector General

<http://www.oig.doc.gov/>

Economic Development Administration

Annual Reports
<http://www.eda.gov/annualReports/>

International Trade Administration

Strategic Plan
http://trade.gov/pdfs/ITA_stratplan2007.pdf

Bureau of Industry and Security

Annual Report
<http://www.bis.doc.gov/>

Minority Business Development Agency

Portal/Annual Report
<http://www.mbd.a.gov>

Economics and Statistics Administration

<http://www.esa.doc.gov/>

Bureau of Economic Analysis

<http://www.bea.gov>

BEA's Mission, Vision, Values, and Role

<http://bea.gov/about/mission.htm>

BEA Strategic Plan for FY 2012 – FY 2016

http://www.bea.gov/about/pdf/BEA%20strategic_plan%202012-2016.pdf

Release Dates for 2013

<http://www.bea.gov/newsreleases/2013rd.htm>

Census Bureau

<http://www.census.gov>

National Oceanic and Atmospheric Administration

Strategic Planning and Performance
<http://www.ppi.noaa.gov/about-us/>

National Telecommunications and Information Administration

Annual Reports
<http://www.ntia.doc.gov/ntiahome/annreports.html>

U.S. Patent and Trademark Office

<http://www.uspto.gov>

Performance and Accountability Report

<http://www.uspto.gov/web/offices/com/annual/>

President's Budget and Strategic Plan

<http://www.uspto.gov/web/offices/ac/comp/budg/index.html>

National Institute of Standards and Technology

<http://www.nist.gov/index.html>

NIST Performance Evaluation

http://www.nist.gov/director/planning/impact_assessment.cfm

NIST Planning

<http://www.nist.gov/director/planning/planning.cfm>

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