



U.S. DEPARTMENT OF COMMERCE

# AMERICA IS OPEN FOR BUSINESS

STRATEGIC PLAN | FISCAL YEARS  
2014-2018



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## MESSAGE FROM THE SECRETARY

### ***America is Open for Business.***

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

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

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

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

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

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



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

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

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

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

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

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

A handwritten signature in black ink that reads "Penny Pritzker".

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

# ABOUT COMMERCE

## WHO WE ARE

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

enforcement officers, and specialists in everything from international trade to aerospace engineering.

## WHAT WE DO

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

As the lead trade and investment promotion agency in the federal government, the Department plays a key role in making U.S. companies more competitive



## OUR BUREAUS

- Office of the Secretary (OS)
- Office of the Inspector General (OIG)
- Bureau of Industry and Security (BIS)
- Economic Development Administration (EDA)
- Economics and Statistics Administration (ESA)
  - Bureau of Economic Analysis (BEA)
  - Census Bureau (Census)
- International Trade Administration (ITA)\*
- Minority Business Development Agency (MBDA)
- National Institute of Standards and Technology (NIST)
- National Oceanic and Atmospheric Administration (NOAA)
- National Telecommunications and Information Administration (NTIA)
- National Technical Information Service (NTIS)
- U.S. Patent and Trademark Office (USPTO)

\* The President's FY 2015 budget includes a proposal to change the name of the International Trade Administration (ITA) to the International Trade and Investment Administration (ITIA).

abroad and attracting investment into the United States. The International Trade Administration (ITA) leads the Department's export and investment platform, working with several other bureaus both within and outside the Department to achieve this goal. For example, ITA works directly with U.S. businesses to close deals in foreign markets. At the same time, ITA coordinates with the Economic Development Administration (EDA) in assisting U.S. communities to leverage regional capacity to expand exports and connect local economic development organizations with potential foreign investors. ITA works in close partnership with the United States Trade Representative to remove foreign trade barriers and with the United States Patent and Trademark Office (USPTO) to ensure adequate intellectual property (IP) protection. The Bureau of Industry and Security (BIS) enforces export control laws to ensure that national security is protected even as the Department fosters trade.

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

Within the federal government, the Department is the principal defender and champion of the digital economy. The National Telecommunications and Information Administration (NTIA) is the lead bureau in advising the Secretary on telecommunications issues. It works closely with NIST on advanced communications technologies, as well as with USPTO on the intersection of Internet and copyright policies. NTIA works across the government with several agencies as it manages national spectrum resources needed for expanded

high speed broadband service. NIST plays a critical role in working with industry and other government stakeholders on the development of cybersecurity standards to help protect the critical and growing digital economy. As the voice of business, the Department works to make sure that it protects a free and open Internet, and U.S. economic competitiveness, during the formulation of national security policies.

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

The foundation to all of the Department's goal areas is data. Data is the fuel that powers the 21st century economy. Whether it is ITA determining which foreign markets to target, EDA understanding a regional economy, NOAA's terabytes of weather and climate data helping predict severe events and enabling weather forecasts, or NIST data and models catalyzing advanced manufacturing, Commerce data enables the Department to set the conditions for economic growth. It touches every American and informs daily business decisions. Commerce data enable start-ups, moves markets, protects life and property, and powers both small and multi-billion dollar companies. The Bureau of Economic Analysis (BEA) produces estimates of gross domestic product (GDP), a key indicator of the health of the economy. The Census Bureau carries out the constitutionally mandated decennial census, which determines the allocation of billions in federal dollars to states and the drawing of Congressional districts. Data is not only a means of advancing the trade, innovation, and environment goals; it is also a national asset with untapped potential. The Economic and Statistics Administration (ESA) will work with the private sector to harness Big Data and accelerate a data-enabled economy.

## ABOUT THIS PLAN

### EXECUTE, MONITOR, EVALUATE, AND IMPROVE

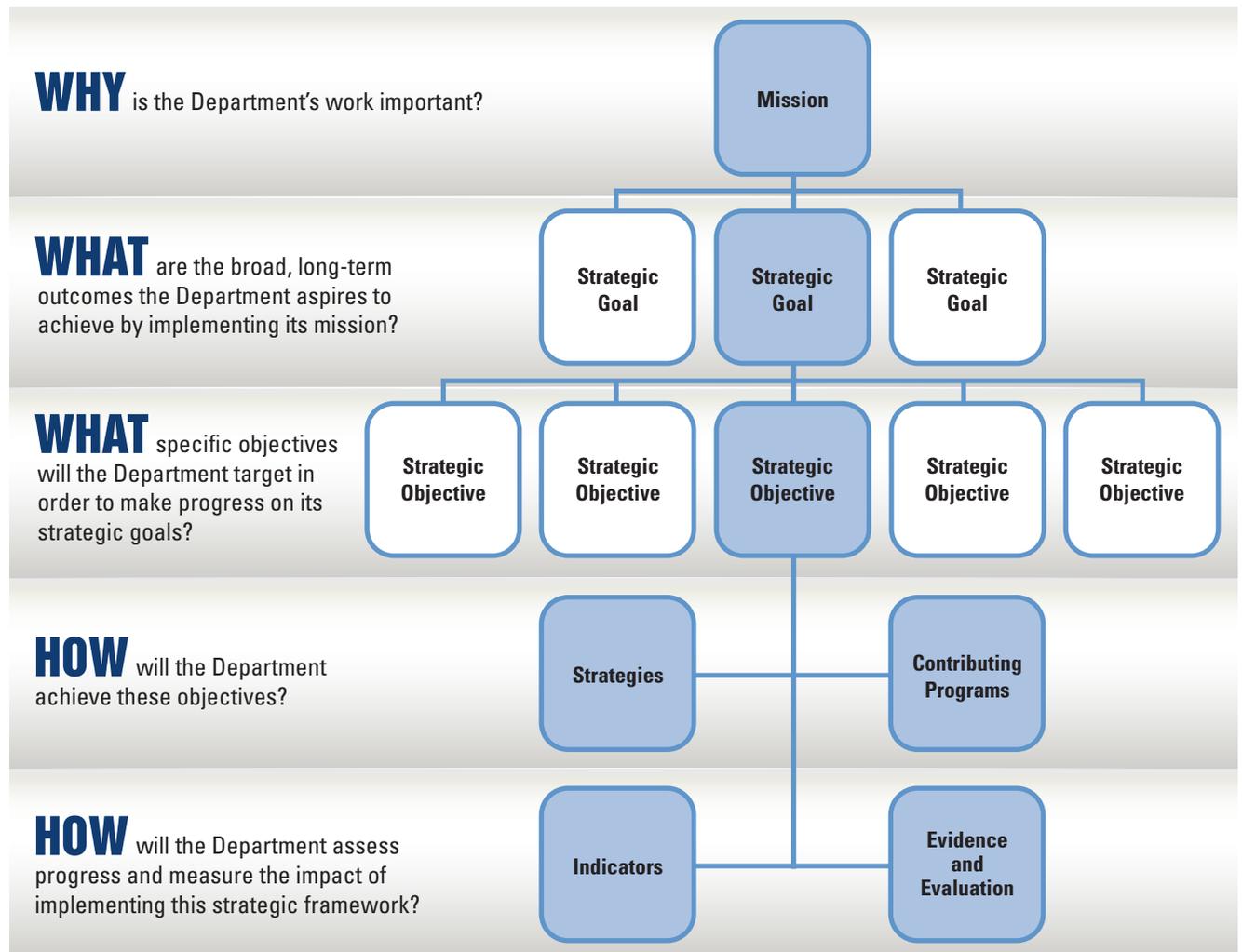
This strategic plan is the principal document within the Department’s comprehensive performance management framework. Designed to cascade throughout all levels of the Department, this plan summarizes the key strategies and initiatives that will drive progress in the Department’s five goal areas. It also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

Department leaders and employees will use this plan to transform strategies into actions, and actions into results. Strategic plan execution will require the creation of an annual action plan for each strategic

objective. Progress toward achieving each objective will be routinely measured and collaboratively reviewed by Department leadership. This strategic objective review process will facilitate thoughtful discussion on the Department’s progress toward achieving the objectives—why, why not, and how the key strategies presented under each objective should be adjusted and improved.

### PERFORMANCE MANAGEMENT FRAMEWORK

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



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

## KEY TERMS AND DEFINITIONS

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

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

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

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

**Future Indicator** – These performance measures are identified for use in the future years of this plan in cases where a Departmental objective represents a long-term, macro-level outcome that is difficult to measure over a longer period of time. The Department aspires to use these more-ideal indicators by 2018 and will develop appropriate measurement methodologies.

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

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

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

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

# SUMMARY OF STRATEGIC GOALS AND OBJECTIVES

## 1 TRADE AND INVESTMENT

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

- 1.1. Increase opportunities for U.S. companies by opening markets globally (ITA, NOAA, NTIA, USPTO)
- 1.2. Increase U.S. exports by broadening and deepening the U.S. exporter base (BIS, EDA, ESA, ITA, MBDA, 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)

## 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)

## 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 (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)

## 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 (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, ESA, ITA)
- 4.3. Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers (ESA, NOAA)

## 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 (OS, All Bureaus)

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



## TRADE AND INVESTMENT

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

Trade and investment are critical to the Nation's prosperity. The United States is the world's largest economy—the largest exporter and importer of goods and services and the world's largest recipient of foreign direct investment. In 2013, the United States exported more than \$2.3 trillion worth of goods and services. Exports fuel U.S. economic growth; support good jobs; and spread ideas, innovation, and American values.

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

Increasing trade will help the U.S. economy continue to rebalance from one mostly driven by domestic consumption to one increasingly

engaged with the 95 percent of consumers who live outside U.S. borders. Encouraging investment will help the United States in the growing competition for global foreign direct investment which will continue to increase as emerging markets mature. As the lead trade and investment promotion agency in the federal government, the Department's goal is to increase the global fluency of U.S. businesses and make trade and investment a bigger part of the U.S. economy's DNA.



## STRATEGIC OBJECTIVE 1.1

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

The strength of the U.S. economy continues to depend on competitive manufacturing and services sectors and a vibrant open global marketplace. Growth in key foreign markets will help drive global economic recovery. More than one billion new consumers worldwide will enter the middle class during the next 15 years, and their buying power will increase the consumption of goods and services worldwide.

As economies around the world grow, some foreign governments develop policies that create barriers to U.S. companies in those markets. These trade barriers and other trade practices cost U.S. companies billions of dollars in lost revenue. Trade barriers result not only in financial loss, but also limit the ability of U.S. companies to expand production, hire additional workers, or pursue investment opportunities. Studies indicate that trade openness added \$800 billion to \$1.4 trillion to the U.S. economy since World War II, amounting to \$7 thousand to \$13 thousand per U.S. household. Removing the remaining trade barriers could result in an additional \$400 billion to \$1.3 trillion annually, or about an additional \$4 thousand to \$12 thousand per U.S. household.

The Department will deploy its policy and promotional tools to help U.S. firms compete for new opportunities globally. A renewed focus on global competitiveness will help strengthen the long-term health of U.S. industries and stimulate domestic job creation. The Department will also use its expertise on export promotion and industry-economic-country issues to conduct holistic analyses of U.S. trade issues and needs, make recommendations, and take actions.

### KEY STRATEGIES

**Ensure U.S. commercial and economic interests are advanced in trade agreements and in other international fora (ITA, NOAA, NTIA, USPTO).** With greater interdependencies in global supply chains and the rise of cross-border issues, the global trading system and the international agreements that govern it have become more complex. Recognizing these complexities, effective U.S. participation in bilateral, regional, and multilateral trade agreements is critical. Multiple bureaus at the

Department, including ITA, NTIA, USPTO, and NOAA, working alongside the Office of the U.S. Trade Representative, ensure that U.S. negotiating objectives reflect 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. Additionally, NOAA participates in international agreements to promote policies that protect the environment. The playing field is leveled when businesses from all nations share responsibility for sustainability.

**Ensure that U.S. commercial interests are advanced with foreign governments (ITA, NTIA, USPTO).** In many markets around the world, most U.S. companies do not have direct access to foreign government regulators or decisionmakers. Formal government-to-government mechanisms, such as the U.S.-China Joint Commission on Commerce and Trade, enable regular exchanges to raise and resolve systemic trade and investment issues. Other dialogues that involve the private sector, such as the U.S.-Brazil CEO Forum, provide U.S. companies with an opportunity to engage directly with key foreign government officials with whom they normally would not have access. Furthermore, world-wide competition for large government contracts is fierce as many of these contracts result in billions of dollars in sales. President Obama recognized the importance of such contracts and has established an Interagency Task Force on Commercial Advocacy, led by the Secretary of Commerce, to put the full force of U.S. government resources toward winning more government contracts abroad. ITA leads all U.S. government advocacy efforts, coordinating U.S. government resources and authority to level the playing field for U.S. business interests competing for specific international public contracts (both civilian and defense).

**Reduce foreign trade barriers (ITA, NTIA, USPTO).** Foreign government-imposed trade barriers cost U.S. exporters billions of dollars each year. Barriers include inadequate protections for IP rights; discriminatory, arbitrary, or otherwise unfair regulations and standards; lack of transparency; localization requirements; and corruption. ITA, USPTO, and NTIA, working alongside other U.S. government agencies including the Office of

the U.S. Trade Representative, will take steps to resolve trade barriers, while protecting U.S. regulatory interests, particularly those with industry-wide or market-wide impacts. Enhanced cooperation among patent and trademark offices of Europe, Japan, Korea, and the

United States will protect U.S. IP rights abroad. ITA and USPTO will also continue to share best practices and facilitate technical assistance to foreign governments and organizations to improve predictability and transparency in foreign markets.

STRATEGIC OBJECTIVE 1.1 PERFORMANCE INDICATORS	
<b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i>	<ul style="list-style-type: none"> <li>● Dollar value of exports enabled by prevention, reduction, or removal of trade barriers (ITA, NTIA, USPTO)</li> </ul>
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● Number of advocacy wins (ITA)</li> <li>● Dollar value of U.S. contracts from advocacy wins (ITA)</li> <li>● Number of target foreign trade barriers prevented, reduced, or removed (ITA)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Number of foreign government officials trained on best practices to protect and enforce intellectual property (IP) (USPTO)</li> </ul>

See Appendix A for additional details on key performance indicators.

**STRATEGIC OBJECTIVE 1.2**

**Increase U.S. exports by broadening and deepening the U.S. exporter base (BIS, EDA, ESA, ITA, MBDA)**

Recognizing the important role of exports to the U.S. economy, President Obama announced the National Export Initiative in 2010. U.S. exports have increased steadily since the launch of this Initiative, reaching a record \$2.3 trillion in 2013. However, the Nation still remains below its full export potential. U.S. firms under-export compared to competitor industrialized nations. Of the U.S. companies that do export merchandise, 58 percent export to only one market. The International Monetary Fund forecasts that approximately 80 percent of world economic growth over the next five years (2014 – 2018) will take place outside of the United States. Yet many small and medium-sized companies in the United States, the engines of economic growth and innovation, rarely export.

The Department, through its programs, expertise, and global presence, is uniquely positioned to help U.S. companies understand the importance of exporting. Department research and analyses can identify the best export opportunities for U.S. goods and services. With offices located in more than 70 countries, 48 U.S. states, Puerto Rico and Washington D.C., Department experts, including those in the U.S. and Foreign Commercial Service, help U.S. companies access valuable market information, promote their products and services in

target foreign markets, meet qualified international buyers and distributors, and overcome challenges and barriers when they doing business overseas. Moreover, the Secretary of Commerce, as chair of the Trade Promotion Coordinating Committee, will lead the national export strategy, set priorities, and drive federal efforts to increase exports.

**KEY STRATEGIES**

**Educate U.S. companies and communities on the benefits of exporting (ESA, ITA, MBDA).**

ITA and MBDA will increase efforts to communicate the benefits and importance of exporting to the U.S. economy, long-term competitiveness of U.S. businesses, and consumers. ITA, working with ESA and MBDA, will develop and implement business engagement strategies, including outreach and educational events around the country, analyses of the impact of exports, and testimonials from successful exporters.

**Provide tailored export assistance to U.S. companies and communities to connect U.S. companies to foreign markets and qualified buyers and partners (BIS, EDA, ITA, MBDA, OS).**

ITA will provide foreign market intelligence, identify industry-specific

opportunities and best market prospects, and help develop market entry strategies. ITA is positioned to help U.S. companies find the right buyers and business partners through its presence in U.S. embassies and consulates around the world and relationships with trade show organizers and trade multiplier organizations. ITA provides opportunities for business partnerships through trade missions and trade shows, and by researching buyers, agents, and distributors for U.S. companies. Helping small and medium-sized enterprises and businesses in distressed communities will continue to be a key focus. *BusinessUSA* will assist entrepreneurs and businesses to discover and access resources that can help them export. EDA will also help regions and communities by providing grants to develop and implement place-based strategies that leverage regional assets and build capacity to expand exports. BIS will provide exporters and potential exporters with information on how to navigate the U.S. export control system.

**Utilize public-private partnerships to increase U.S. exports worldwide (ITA, MBDA).** Partnerships with state and local export resources, economic development offices, trade associations, and corporations enable ITA and MBDA to accelerate international sales of exporters. ITA will continue to partner with multiplier trade organizations and other U.S. private-sector entities to advance the U.S. trade agenda. These partnerships include Market Development Cooperator Program partners that are dedicated to creating opportunities for U.S. companies in foreign markets. ITA will also continue to partner with localities through the Metropolitan Export Initiative, which seeks to increase U.S. exports across metropolitan areas around the United States.

**Reduce the transaction costs and complexities of exporting (ESA, ITA).** One way to make it easier for U.S. companies to export is to simplify and modernize

the way federal agencies collect data from exporters. The Department will support the President's effort to develop an efficient and cost-effective trade processing infrastructure, including the International Trade Data System which will reduce the administrative burden of export data filings. In addition, reducing inefficiencies in U.S. supply chains will increase exports across industries. The U.S. supply chain (including supply chain management, transportation services, logistics, freight forwarding, and port management) provides the infrastructure to support the U.S. export enterprise. ITA will pursue opportunities to eliminate supply chain inefficiencies internationally through formal and informal bilateral and multilateral engagement with key trading partners. In the United States, ITA will partner with the Department of Transportation to identify ways to make the U.S. supply chain infrastructure more competitive. Efficiencies gained in these areas will have a direct positive impact on U.S. exporters' ability to compete and export.

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

STRATEGIC OBJECTIVE 1.2 PERFORMANCE INDICATORS	
<b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i>	<ul style="list-style-type: none"> <li>● Dollar value of U.S. exports generated from Department assistance (ITA, MBDA, BIS)</li> </ul>
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● <b>Percentage of Global Markets clients that achieved their export objectives (APG for FY 2014 – 2015) (ITA) ★</b></li> <li>● Number of clients assisted (ITA)</li> <li>● Number of export transactions completed under the new authority of Commerce export licenses and license exceptions (BIS)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Number and dollar amount of grants that support place-based export strategies (EDA)</li> <li>● Number of jobs created or retained, and dollars leveraged (contracts and financings) through minority business export activity (MBDA)</li> </ul>

See Appendix A for additional details on key performance indicators.

## STRATEGIC OBJECTIVE 1.3

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

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

Foreign direct investment in the United States contributes significantly to U.S. economic growth and prosperity. In 2011, value added by majority-owned U.S. affiliates of foreign companies accounted for 4.7 percent of total U.S. private output. These firms employed 5.6 million people in the United States, or 5.1 percent of private-sector employment. The United States competes with countries that have aggressive national programs to encourage businesses to move to or expand within their own borders. In response to this competition, President Obama announced a federal *SelectUSA* initiative in 2011.

Led by the Department, *SelectUSA*, involves multiple Department bureaus, includes other federal agencies, and works alongside U.S. states and localities to advocate aggressively for the United States as a premier investment destination. This coordinated federal effort assures the global investment community that **America is open for business**. The Department’s advocacy efforts are also backed up by capacity building grants that help communities create an economic ecosystem in which the private sector can leverage regional and community assets to promote foreign investment.

#### KEY STRATEGIES

**Lead coordinated investment promotion (ITA).** Investment teams will develop country and industry-specific strategies in 32 economies with substantial potential for investments in the United States. ITA will lead the development of the strategies and create single points of contact for categories of investors. U.S. missions around the world and offices in the United States will expand outreach to prospective investors, host or participate in in-country or regional events to encourage investment, and leverage local business connections to promote investment in the United States. Research will identify high-potential sectors, and industry and investment experts will engage potential foreign investors in those sectors. This direct engagement will also be

supported and complemented by more robust online marketing and training efforts.

**Provide tailored investment assistance to investors (ESA, ITA).** ITA will enhance its outreach efforts and proactively engage the foreign investment community to identify the information and services they need to invest in the United States. This input will be used to develop clear, complete, and consistent information for potential foreign investors. The input will also be used to address unnecessary obstacles to investment. *SelectUSA* will provide a formal ombudsman service for businesses investment.

**Provide coordinated support to states and localities to attract investment (EDA, ITA).** ITA and EDA will amplify their support to regional, state, and local economic development organizations to attract investment. The Department will help coordinate these efforts and provide platforms and opportunities for local efforts to connect with potential foreign investors. The Department, through ITA, will also provide economic develop-

ment organizations with information on foreign direct investment trends, effective global outreach methods, and marketing strategies to promote U.S. locations to foreign investors. These services will be provided on a geographically neutral basis. Furthermore, EDA will help regions and communities by providing grants to develop and implement place-based strategies to leverage regional assets and build overall capacity to expand foreign direct investment.

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

STRATEGIC OBJECTIVE 1.3 PERFORMANCE INDICATORS	
<b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i>	<ul style="list-style-type: none"> <li>● Number of U.S. jobs supported as a result of inward investment facilitated by the Department (ITA)</li> <li>● Dollar value of inward investment successes facilitated by the Department (ITA)</li> <li>● Percentage of clients that achieved their investment objectives (ITA)</li> </ul>
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● Number of investment clients assisted by the Department (ITA)</li> <li>● Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support inward investment (EDA)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Number of ombudsman cases facilitated by the Department (ITA)</li> </ul>

See Appendix A for additional details on key performance indicators.

**STRATEGIC OBJECTIVE 1.4**

**Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements (ITA)**

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

As the federal agency charged with administering the U.S. antidumping and countervailing duty laws,

ITA helps domestic manufacturers compete against unfairly traded imports into the United States. ITA's petition counseling unit helps U.S. workers and firms who assert damage from violations. In particular, the unit's focus is to ensure that small and medium-sized enterprises understand their rights and the requirements for filing a petition to initiate an investigation of possible foreign dumping and subsidization. Once petitions seeking relief under the trade remedy laws are filed,

ITA investigates the allegations. When imports are found to be dumped or subsidized and a cause of injury to U.S. industry, ITA instructs U.S. Customs and Border Protection (CBP) to collect duties to offset the impact.

The Department also offers assistance to U.S. exporters and investors, particularly small and medium-sized enterprises, by coordinating government resources to overcome trade barriers. This assistance educates U.S. industry on international trade agreements that maintain open markets. ITA's trade experts monitor foreign government compliance with the more than 250 trade agreements so that companies, investors, and workers can realize the benefits of the agreements. Through its full range of legal, analytical, investigatory, trade policy, and commercial expertise, the Department provides robust and comprehensive services to help U.S. exporters confront, forestall, and resolve foreign unfair trade practices.

**KEY STRATEGIES**

**Enforce U.S. antidumping and countervailing duty trade remedy laws (ITA).** ITA defends U.S. industry against injurious trade practices by administering the antidumping and countervailing duty laws of the United States efficiently, fairly, and in a manner consistent with U.S. international obligations. The Department enforces the laws by conducting investigations and reviews based on U.S. industry petitions that allege imports are being dumped or unfairly subsidized, and that those imports are causing or threatening material injury to the competing U.S. industry. Furthermore, the Department will vigorously defend the results of U.S. antidumping and countervailing duty determinations before domestic courts and international tribunals. Through the timely identification and measurement of the unfair trade practices, ITA is able to impose, when appropriate, border measures which offset the trade-distorting impact of the dumped and subsidized imports.

**Enhance partnership with other U.S. enforcement agencies and private sector stakeholders to identify and thwart evasion of border measures (ITA).** In recent years, unscrupulous foreign exporters and their domestic importers have stepped up efforts to illegally evade antidumping and countervailing duty orders aimed at counteracting unfair trade practices. To ensure proper enforcement of these orders, ITA will continue to work collaboratively with U.S. enforcement agencies, including CBP and with affected domestic industries. ITA and CBP also develop strategies, such as the implementation of import certifications, which are intended to better identify and subsequently thwart efforts by foreign exporters to illegally evade the collection of duties. Through partnerships with affected domestic industries, ITA is able to gather information and assess efforts by importers and foreign exporters to circumvent the imposition of border measures. These and other actions demonstrate that, by working closely and collaboratively with U.S. enforcement agencies and private stakeholders, ITA can provide domestic industries with timely and effective relief from the unfair trade practices of certain foreign exporters and their governments.

**Monitor and ensure compliance with trade agreements (ITA).** There are more than 250 trade agreements in force that open up foreign markets to U.S. goods and services. ITA works with other compliance agencies and the Interagency Trade Enforcement Center to ensure that U.S. companies benefit from the new market access these agreements should create. As U.S. companies encounter problems in overseas markets, the Department invokes commitments under trade agreements and closely monitors activity to ensure foreign government compliance. Strengthened focus of ITA resources on compliance, coupled with more rigorous engagement of foreign governments that are not honoring their obligations, will yield significant benefits for U.S. exporters in terms of market access and removal of discrete trade barriers. Monitoring compliance also creates better visibility for specific problems and informs government trade policy-making.

STRATEGIC OBJECTIVE 1.4 PERFORMANCE INDICATORS	
<p><b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i></p>	<ul style="list-style-type: none"> <li>● Dollar value of exports enabled or retained by ensuring compliance with trade agreements (ITA)</li> </ul>
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Percent of antidumping and countervailing duty determinations issued within statutory and/or regulatory deadlines (ITA)</li> <li>● Number of antidumping and countervailing duty petition counseling engagements involving small and medium-sized enterprises (ITA)</li> <li>● Number of compliance cases resolved successfully (ITA)</li> </ul>

See Appendix A for additional details on key performance indicators.



## INNOVATION

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

Innovation is the invention, improvement, and commercialization of new products, processes, and services. Now, more than ever before, innovation is the primary driver of U.S. competitiveness, wage and job growth, and long-term economic growth. As much as half of economic growth in the United States can be attributed to advances in science, technology, and business processes.

Innovation is the result of a virtuous cycle where initial advancements in technology and processes often lead to additional technology and process improvements, as well as positive industry spillovers in general. It starts with the generation of new ideas that are nurtured through applied research and development (R&D) and then manufactured to take those ideas to scale and generate new products and services. The experience and knowledge gained through manufacturing then leads to new ideas that start the cycle again. The Department has central responsibility for supporting and expanding each part of this cycle and has the relationships with businesses necessary to identify workforce skills needed in growing industries.

Innovative manufacturing can be an engine of sustained growth and competitiveness. The Department will increase regional and national capacity for innovative manufacturing through partnerships with state and local governments, academic institutions, and the private sector. It will continue to be the principal defender and champion of the digital economy—the greatest driver of innovation and economic growth in the 21st century. The Department’s convening power, regional economic development planning know-how, and statistical and economic analysis expertise will enable industry-driven solutions to the shortage of high demand skills and to sustainability issues that could threaten U.S. industry’s competitiveness. Finally, the Department will continue to support R&D that leads to transformative changes in technology and promote intellectual property (IP) policy that supports innovation.

## 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)**

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

The United States excels at basic science and invention, but the commercial and economic rewards that emerge from these accomplishments are primarily realized only after discovery—especially at the points of manufacturing scale-up and commercialization. This is particularly true for complex, cost-efficient, high-value-added products whose commercialization requires development and mastery of equally complex manufacturing processes.

As overall U.S. R&D efforts have begun to lag that of other nations, the composition of industrial R&D has shifted toward short-term research. These trends leave industry's long-term needs unmet and ultimately undermine the Nation's competitiveness. The Department is ideally positioned to address these challenges through its unique convening power. It will bring together public-private partnerships that can produce cutting edge research. These partnerships with businesses will accelerate technology development and commercialization, and strengthen the Nation's position in the global competition for new products, new markets, and new jobs. In addition, NIST is the only research laboratory in the U.S. government specifically focused on enhancing industrial competitiveness, including a robust research portfolio concentrated on the technical challenges associated with advanced manufacturing.

## KEY STRATEGIES

**Lead outreach through the White House Office of Manufacturing Policy (NIST, OS).** The challenges of globalization and technological change require a concerted effort across the Administration to support an innovative, vibrant manufacturing sector. Through the Office of Manufacturing Policy, NIST, the Secretary, and the White House will conduct targeted outreach to business leaders, and craft and oversee the Administration's manufacturing agenda.

**Establish the National Network for Manufacturing Innovation (NIST).** There is a gap in the U.S. innovation infrastructure that hinders the transition of new manufacturing processes and technologies from the lab bench to the manufacturing floor. The National Network for Manufacturing Innovation (NNMI), a proposed national network of up to 45 institutes, will bring together companies, universities and community colleges, and government to develop world-leading technologies and capabilities that U.S.-based manufacturers can apply in production. As self-sustaining hubs, these institutes will create, showcase, and deploy new capabilities, new products, and new processes that can impact commercial production. They will build workforce skills at all levels and enhance manufacturing capabilities in companies large and small.

**Support industry consortia to identify and address shared technical challenges (NIST).** A common vision of long-term technology challenges can spur innovation across an industry. NIST's Advanced Manufacturing Technology (AMTech) program will provide grants to industry-led consortia to identify and prioritize research projects critical to long-term industrial advances. These technology roadmaps and related outputs will help guide applied research to meet industry's needs, some of which AMTech will support through university and government laboratory research funding.

**Collaborate with industry on measurement science and standards to solve technical challenges (NIST).**

Rejuvenating U.S. manufacturing will require the development of measurements that support new, advanced manufacturing techniques. NIST will enhance partner-

ships with the U.S. manufacturing sector to develop and disseminate test methods, measurement tools and know-how, and scientific data that are embedded in the processes, products, and services of nearly every U.S. manufacturing industry.

STRATEGIC OBJECTIVE 2.1 PERFORMANCE INDICATORS	
<b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i>	<ul style="list-style-type: none"> <li>● Global market share of U.S. companies in advanced technologies (NIST)</li> </ul>
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● Dollar amount of co-investment by non-federal sources in NNMI institutes (NIST)</li> <li>● Number of businesses using NIST research facilities (NIST)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Number of Full-Time Equivalents (FTEs) supporting AMTech consortia (NIST)</li> </ul>

See Appendix A for additional details on key performance indicators.

**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 (EDA, ESA, MBDA, NIST, USPTO)**

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

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

Through this multi-pronged approach, the Department is increasing the capacity of U.S. regional economies to produce value-added goods and services, increasing their competitiveness in the modern global economy.

**KEY STRATEGIES**

**Support small and mid-sized manufacturing by restoring robust supply chains (NIST).** Small and mid-sized manufacturers are central to regional economic growth and innovation, but they can face unique challenges in deploying advanced manufacturing technologies. Through its national network of 60 centers, the NIST Hollings Manufacturing Extension Partnership (MEP) will expand its efforts to strengthen the competitive position of small and mid-sized manufacturers through new programs such as Manufacturing Technology Acceleration Centers and supplier scouting.

**Strengthen community and regional capacity for advanced manufacturing (EDA, ESA).** Increased international competition and rapid technological change have diminished manufacturing capacity of communities and

regions. To help restore this capacity, EDA will provide economic development planning, technical assistance, and infrastructure construction grants to develop or enhance economic ecosystems. These ecosystems provide the critical mass of aligned resources needed for the private sector to leverage regional and community assets to grow advanced manufacturing capabilities and create jobs. In addition, EDA will continue to lead the Investing in Manufacturing Communities Partnership, which streamlines community access to the funding and technical resources of multiple federal agencies.

**Increase advanced manufacturing assistance for minority firms (MBDA).** Minority businesses can benefit from targeted technical expertise, and market and capital access assistance to improve their production of higher value manufactured goods and services.

Under the Minority Business Public-Private Partnerships Program, MBDA will leverage other federal, state, and local advanced manufacturing programs to expand the capacity of MBDA business centers to provide advanced manufacturing assistance to minority businesses.

**Provide local resources for protecting and scaling technologies (USPTO).** By establishing four new satellite offices throughout the country, USPTO will be able to interact directly with area entrepreneurs, clarify questions about protecting and moving their technologies to the marketplace; promote a better understanding of the IP system; and create good paying, high-skilled jobs. Local proximity to regional clusters will also empower USPTO to establish new programming tailored to the needs of local start-ups and industries.

STRATEGIC OBJECTIVE 2.2 PERFORMANCE INDICATORS	
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Number of firms receiving in-depth technical assistance from MEP centers (NIST)</li> <li>● Percentage of MEP clients receiving in-depth technical assistance that increases their competitiveness (NIST)</li> <li>● Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support advanced manufacturing (EDA)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Number of jobs created or retained for minority businesses advanced manufacturing (MBDA)</li> <li>● Dollars leveraged (contracts and financings) for minority business advanced manufacturing (MBDA)</li> </ul>

See Appendix A for additional details on key performance indicators.

**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 (NIST, NTIA, USPTO)**

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

This extraordinary platform for innovation, growth, and social progress faces urgent policy questions that demand a thoughtful government response. How can

personal information and IP be protected online? How can the Nation’s critical digital infrastructure be defended from cyber-attacks? How can high-speed and affordable Internet access for all Americans be ensured? And, how can these goals be achieved while preserving, here and around the world, the fundamentally open nature of the Internet, free from unnecessary regulation?

The Department has essential responsibility and a central role in answering these questions. It advises the President on telecommunications issues and manages national

spectrum resources needed for expanded high-speed broadband service. It develops U.S. policy on online IP protection and enforcement. It oversees the development of voluntary industry cybersecurity and other online safety standards. It houses *FirstNet* which is charged with building a nationwide wireless broadband network for public safety users. And, the Department represents the United States on Internet governance issues before international multi-stakeholder bodies.

## KEY STRATEGIES

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**Ensure policies promote the Internet as an engine of growth (NTIA).** The Internet's potential to drive innovation and economic growth relies on the free flow of information as well as the Internet's inherent flexibility. The Department will advocate for relevant domestic and international policies that do not unnecessarily hinder the digital economy or chill innovation in the online environment. The Department will use and participate in multi-stakeholder processes to develop solutions to evolving digital economy issues.

**Increase broadband infrastructure and use (NTIA).** Broadband capabilities and the capacity to leverage those capabilities to attract commerce can have a tremendous impact on local economies. The Department will use its expertise in funding broadband projects and providing technical assistance to help communities increase their broadband infrastructure and provide citizens with the tools to use the infrastructure to attract jobs and investments.

**Foster advanced communications technologies (NIST, NTIA).** Spectrum sharing and other innovations in advanced communications will drive economic growth and development. The Department will leverage the key research and engineering expertise and capabilities of NIST and NTIA by establishing the Center for Advanced Communications (CAC). This unique national asset will provide both research and testing capabilities. NIST and NTIA will partner with industry, academia, and government agencies to foster the invention, development, and deployment of future advanced communications technologies.

**Create a standards framework to reduce cyber risks to critical infrastructure (NIST).** The national and economic security of the United States depends on the reliability of critical infrastructure, including the electric grid, financial sector, and communications system. Taking full advantage of existing cross-sector security standards and guidelines, NIST is leading the development of a Cybersecurity Framework that will help critical infrastructure owners and operators to identify, assess, and manage cyber risk. NIST will support future private sector implementation of this framework.

**Facilitate the continued development of the online marketplace by ensuring copyright policy adapts appropriately to current digital technologies (NTIA, USPTO).** Digital technologies have presented unprecedented challenges and opportunities for U.S. industries. The goals of both copyright and Internet policies can and should work in tandem to advance the digital economy. The Department will convene stakeholders—creators, rights holders, service providers, and consumers—to develop a public record on critical digital copyright issues. These issues are identified in the Department's green paper titled "*Copyright Policy, Creativity, and Innovation in the Digital Economy*." The product of this stakeholder engagement will be policy recommendations that advance the goal of both ensuring a balanced and effective copyright system and promoting the continued development of an efficient online marketplace for creative works.

STRATEGIC OBJECTIVE 2.3 PERFORMANCE INDICATORS	
<b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i>	<ul style="list-style-type: none"> <li>● Percentage of milestones met in developing digital economy policy process (ITA, NTIA)</li> <li>● Number of communities with increased broadband capabilities and capacity (NTIA)</li> <li>● Number of major sector/organization-specific Framework profiles or Framework implementation guidance created (NIST)</li> </ul>
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● ★ <b>APG for FY 2014 – 2015, consisting of:</b> <ul style="list-style-type: none"> <li>● <b>Miles of broadband infrastructure (NTIA)</b></li> <li>● <b>Number of community anchor institutions connected (NTIA)</b></li> <li>● <b>Number of new broadband adopters (NTIA)</b></li> </ul> </li> <li>● Spectrum identified for commercial broadband use (NIST, NTIA)</li> <li>● Number of products integrating the Cybersecurity Framework (NIST)</li> <li>● Number of citations of the Cybersecurity Framework (NIST)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Number of government and private test-bed facilities partnering with the Center for Advanced Communications (NIST, NTIA)</li> </ul>

See Appendix A for additional details on key performance indicators.

## 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 (EDA, ESA, NIST)

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

The Department is an honest broker for business and possesses the convening power, regional economic development expertise, and supply-chain analytical capability needed to highlight and address the workforce demands of growing industries. In addition to supporting a Presidential effort to align federal agency initiatives to industry workforce needs, the Department’s programs will support the development of a strong pipeline of workers with in-demand skills.

#### KEY STRATEGIES

**Implement industry-driven initiatives that provide U.S. workers with in-demand skills (EDA, NIST).** Many unemployed or underemployed workers lack the skills that businesses need to fill the millions of open jobs across the Nation. The Department will capitalize on its relationships with businesses and state and local governments to champion and support employer-aligned skills programs. By funding infrastructure grants that encourage demand-driven skill training, EDA will build regional and community capacity for workforce training relevant to the local business community. Through MEP’s national system of centers, NIST will support and promote programs that identify the future hiring needs of small manufacturers and expose young people to science, technology, engineering, and mathematics (STEM) fields.

**Engage businesses to identify and facilitate industry-driven training best practices (EDA, OS).**

A fragmented approach to skills training often ignores the immediate and long-term needs of the business community. The Department will directly engage business and the economic development community to identify and articulate workforce skills needed and help create a pipeline of well-trained 21st century workers. Moreover, by partnering and sharing information with the Department of Labor (DOL) and the Department of Education (Ed) to inform policy and grant opportunities, the Department will enable a comprehensive approach to skills training that results in careers.

**Capture, coordinate, and analyze U.S. workforce data (ESA, OS).**

Current federal data on workforce dynamics is not used in a comprehensive, coordinated fashion. This undermines the ability of communities and regions to build the capacity to train professionals for high demand fields. By developing partnerships within government and with the private sector to release this data, the Department will help communities develop more customized skills and economic development strategies. Specifically, ESA will convene private and public sector stakeholders (in partnership with DOL and Ed) to develop new data dissemination tools. The Department will also obtain and share qualitative data on businesses’ perceived skills gaps, challenges to hiring, and the value of industry-driven workforce partnerships.

STRATEGIC OBJECTIVE 2.4 PERFORMANCE INDICATORS	
<p><b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i></p>	<ul style="list-style-type: none"> <li>● Number of businesses receiving MEP assistance with workforce programs (NIST)</li> </ul>
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Number of MEP centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources (NIST)</li> <li>● Recipient-estimated number of jobs and dollar amount of private investment generated as a result of infrastructure for industry-driven skills training (EDA)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Number of industry-driven workforce partnerships supported (OS)</li> <li>● Implementation progress on Presidential Memorandum for job-driven training (OS)</li> <li>● Number of data dissemination tools and improvements fueled by Department data on the U.S. workforce (ESA)</li> </ul>

See Appendix A for additional details on key performance indicators.

**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 (EDA, NIST, USPTO)**

In order for innovative products to enter and compete in the marketplace successfully, a robust scientific and technological infrastructure is required. Fundamental research at the forefront of science provides the seeds for the development of new products and services. Strong, responsive, and balanced IP protection establishes an attractive environment for innovation and investment. Policies that accelerate the rate of transfer of technologies from lab to market bolster the return on government investment in R&D. Agreed upon ways to

measure the performance and quality of new products against more established technologies provide the foundations of product interoperability and allow them to compete in the international marketplace. By investing in knowledge transfer mechanisms that are critical to growing new companies and facilitating innovation, the Department promotes regional and community capacity to generate and take advantage of new ideas about products and processes.

The Department plays a central role in providing the foundation critical to the growth of high-value, innovative economic sectors. NIST’s measurement science expertise creates the infrastructure necessary to measure the performance and quality of products and services. USPTO programs enable innovators to accelerate the movement of new products and technologies to the marketplace. EDA provides capacity-building grants to help foster an economic ecosystem in which the private sector can more effectively leverage regional and community assets to engage in commercialization.

**KEY STRATEGIES**

**Develop and provide next-generation measurement tools and standards (NIST).** Precise measurements and robust standards are critical for an innovative high-technology economy and provide the foundations for interoperability between products and systems, enabling global trade. In close cooperation with industry, academia, and other federal agencies, NIST will advance measurement science, develop standard protocols and test methods, and evaluate and generate data supporting innovative areas of the economy. NIST’s connections with private sector standards developing organizations will help ensure that new and updated standards have strong technical underpinning.

**Build capacity in emerging areas of research to meet tomorrow’s challenges (NIST).** Technological innovation is accelerating at a pace unprecedented in human history, and the continued competitiveness of U.S. industries will require breakthroughs in measure-

ment science in all disciplines. Through the Centers of Excellence Program, NIST will partner with leaders in academia and industry to augment internal research programs and develop access to leading talent, ensuring that the Department can meet future measurement science needs.

**Optimize patent and trademark application review efficiency and quality and improve enforcement of IP rights (USPTO).** USPTO has made historic strides in reducing the backlog of applications in the past four years. The Department will continue the pace by engaging with stakeholders, developing new standards and tools, optimizing information technology (IT) capabilities, and hiring a nationwide workforce. USPTO will also work to implement a series of White House executive actions aimed at ensuring innovators are not squandering valuable R&D dollars on frivolous law suits. USPTO will continue to coordinate with international counterparts in pursuit of meaningful, effective, and balanced IP protection and enforcement worldwide.

**Accelerate rate of lab-to-market commercialization (EDA, NIST, USPTO).** A wide range of life-changing commercial technologies were nurtured by federally funded R&D, from the Internet, to the global positioning system (GPS), to leading-edge vaccines. The federal R&D enterprise must continue to support fundamental research and diffuse this knowledge through open data and publications. Through streamlined processes and increased engagement with entrepreneurs, the Department will facilitate industry access to federal laboratories and federally funded research.

STRATEGIC OBJECTIVE 2.5 PERFORMANCE INDICATORS	
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● ★ <b>APG for FY 2014 – 2015, consisting of:</b> <ul style="list-style-type: none"> <li>● <b>First action patent pendency (USPTO)</b></li> <li>● <b>Total patent pendency (USPTO)</b></li> <li>● <b>Patent backlog (USPTO)</b></li> <li>● <b>Patent quality composite score (USPTO)</b></li> </ul> </li> <li>● Number of industry-federal partnerships (NIST)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Relative citation impact of NIST-authored publications (NIST)</li> <li>● Percentage of prioritized countries for which country teams have made progress (USPTO)</li> <li>● Number and dollar amount of grants that support entrepreneurial activities (EDA)</li> <li>● First action trademark pendency (months) (USPTO)</li> </ul>

See Appendix A for additional details on key performance indicators.



## ENVIRONMENT

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

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

As social and economic systems evolve and become more complex, it becomes even more critical to have timely, actionable environmental intelligence. That intelligence can preserve and improve human and environmental health, help develop and maintain a viable national infrastructure, and promote growth. Recent events, such as the Deepwater Horizon oil spill in 2010, the historical tornado outbreaks of 2011,

and Superstorm Sandy in 2012, demonstrate the need for better environmental intelligence to ensure that communities and businesses have the tools and information they need to address these challenges. The strategies and initiatives that have been developed to support this goal area will positively impact the lives of all Americans, from coast-to-coast and everywhere in between, every day.



**STRATEGIC OBJECTIVE 3.1**

**Advance the understanding and prediction of changes in the environment through world class science and observations (NIST, NOAA)**

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

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

**KEY STRATEGIES**

**Deploy the next generation of satellites and observation and data gathering systems (NOAA).** Accurate and reliable data from sustained and integrated observation systems is essential. To maintain and improve this capability, NOAA will launch and operate the next generation of geostationary and polar-orbiting satellites and will sustain a modern survey vessel fleet. These capabil-

ities will support NOAA's weather, climate, mapping, and ecosystem observation and prediction needs, as well as integrated federal observing requirements.

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

**Develop the next-generation environmental modeling system (NOAA).** In many cases, what limits the ability to make predictions is the complex and dynamic interconnectedness of large-scale physical and ecological systems. NOAA will improve its predictive capability through sustained improvements in high-performance computing systems and by developing a suite of state-of-the-art models. These models will integrate physical and biological observations and processes, and provide earth-system predictions and projections at varying geographic scales across time scales from minutes to decades.

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

**STRATEGIC OBJECTIVE 3.1 PERFORMANCE INDICATORS**

<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Key milestones completed on time for satellites and ships (NOAA)</li> <li>● Annual number of peer-reviewed publications related to environmental understanding and prediction (NIST, NOAA)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Number of comparative greenhouse gas emissions studies completed (NIST, NOAA)</li> <li>● Percentage of data processed and delivered to the user community (relative to all data transmitted to NOAA from NOAA-managed satellites) (NOAA)</li> </ul>

See Appendix A for additional details on key performance indicators.

**STRATEGIC OBJECTIVE 3.2**

**Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation (ESA, NOAA)**

Weather affects almost every endeavor in the Nation. Major industries and small businesses alike depend on weather, water, and climate information to make informed decisions and plan for the future. Extreme events are becoming the norm. Winter storms, flooding, drought, hurricanes, wildfires, extreme temperatures, and tornados can cost lives and billions of dollars in damage. The steep increases in damaging weather-related events and associated societal impacts highlight the growing importance of weather, water, and climate information. Urbanization, migration to coastal communities, and a growing population also increasingly put people and businesses at greater risk.

A Weather-Ready Nation is about building community preparedness in the face of increasing vulnerability to extreme weather and water events. The Department will continue its critical role in protecting the lives, property, and the economy by providing valuable weather, water, and climate products and services. This role will be expanded to embrace collaboration and seek new ways to create value beyond traditional forecasting activities. By delivering enhanced weather, water, and climate information and refining how the information is shared and ultimately used, the Department will help communities and businesses to be ready, responsive, and resilient.

**KEY STRATEGIES**

**Evolve NOAA's National Weather Service (NOAA).**

NOAA's National Weather Service has collaborated with stakeholders to become more responsive, engaged, and transparent. The resulting *Weather-Ready Nation Roadmap 2.0* describes a more flexible and agile approach to

management practices, services, workforce, science, and technology. As the roadmap's new approaches are implemented, the National Weather Service will be more effective in supporting emergency managers, first responders, government officials, businesses, and the public to help them make faster, smarter decisions that save lives and protect livelihoods.

**Improve the accuracy and usefulness of forecasts (NOAA).**

A Weather-Ready Nation needs improved warning and forecast accuracy. Through improvements in high-performance computing, NOAA will deliver improved weather forecasts and warnings, monthly and seasonal drought outlooks, and other water resources prediction information. NOAA will also use social science to increase the effectiveness of forecast communications and to better assist users in their decision-making.

**Enhance decision support services for emergency managers (Census, NOAA).**

Understanding and responding to the needs of emergency managers before a weather-related event occurs is vital. To build a Weather-Ready Nation, NOAA will partner more effectively with other government agencies at all levels to provide and integrate weather-related services into the National Response Framework. NOAA will deploy new forecasting and decision support tools and train users to assess and communicate weather risks to the emergency management community. The Census Bureau will enhance decision support services for emergency managers by providing socio-economic data, such as the website tool, *OnTheMap for Emergency Management*.

**STRATEGIC OBJECTIVE 3.2 PERFORMANCE INDICATORS**

<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● <b>Number of days of forecast accuracy and warning lead time (APG for FY 2014 – 2015) (NOAA) ★</b></li> <li>● American Customer Satisfaction Index for NOAA's National Weather Service (NOAA)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Number of trainings available and enhancements to the Census Bureau's <i>OnTheMap for Emergency Management</i> website (Census)</li> </ul>

*See Appendix A for additional details on key performance indicators.*

### STRATEGIC OBJECTIVE 3.3

#### **Strengthen the resiliency of communities and regions by delivering targeted services to build capacity (EDA, ESA, NIST, NOAA)**

Many U.S. communities face significant environmental changes, natural disasters, or economic disruptions. They need plans to reduce the effects, adapt to future changes, and support long-term recovery efforts. A key component of these plans should be access to actionable information to aid in managing risk and in developing and evaluating options to adapt to and mitigate future environmental and economic change. The Department will continue to provide the essential information needed to invigorate communities, ecosystems, and economies.

The Department will also continue to strengthen community-based resilience efforts. It will promote preparedness, protect critical public resources, support safe and efficient marine transportation, and ensure that federal operations continue to serve citizens in a changing climate. The means to these ends relies on building on a strong scientific foundation and continuing decades of engagement with interagency, academic, and private-sector partners.

#### **KEY STRATEGIES**

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

#### **Enhance coastal intelligence (Census, NOAA).**

Coastal intelligence includes nautical charts, environmental monitoring and assessment, and socioeconomic data and tools. NOAA, Census, and partners will increase the integration of science and services to provide targeted, actionable information that strengthens the resilience of communities and regions. More sophisticated ocean and coastal intelligence will improve the ability of public and private decisionmakers to make informed choices.

#### **Lead the development of a Disaster Resilience Framework (NIST).**

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

#### **Help communities and regions leverage assets to build capacity for resilience (EDA, NOAA).**

The Department will provide tools, training, assistance, and grants to communities and regions for actions needed to adapt to environmental change before, during, and after events. The development and implementation of resiliency strategies will help them better understand and employ their regional assets for economic resiliency. In addition, coastal decisionmakers will benefit from updated decision-support tools, technical assistance, and training.

STRATEGIC OBJECTIVE 3.3 PERFORMANCE INDICATORS	
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Percentage of U.S. coastal states and territories demonstrating annual improvements in resilience capacity to weather and climate hazards (NOAA)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Number and dollar amount of grants that support resiliency in communities and regions (EDA)</li> <li>● Number of communities that utilize Digital Coast (NOAA)</li> <li>● Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management (NOAA)</li> <li>● Percentage of key milestones met for Disaster Resilience Standards Panel (NIST)</li> <li>● Web activity by risk management community for long-term catastrophe risk assessment (NOAA)</li> </ul>

See Appendix A for additional details on key performance indicators.

**STRATEGIC OBJECTIVE 3.4**

**Foster healthy and sustainable marine resources, habitats, and ecosystems through improved management and partnerships (NOAA)**

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

Effective policy and management of human activities, based on strong science, partnerships, and technology, are essential to sustain healthy ocean resources, habitats, ecosystems, and coastal communities. The Department has strong legislative mandates and an important stewardship role in sustaining marine fisheries and ecosystems, protecting sensitive areas and cultural heritage, and limiting the consequences of cumulative impacts.

**KEY STRATEGIES**

**Strengthen capabilities to assess and monitor fish and protected resources (NOAA).** Ensuring sustainable populations of living marine resources is a key Departmental mandate. NOAA will increase the precision of stock assessments, performing more robust monitoring, and applying ecosystem-based management to ensure healthy, sustainable populations of living marine resources. NOAA will incorporate integrated biological, physical, and chemical data and ecosystem modeling into fish stock and protected species assessments. NOAA will also produce more advanced technologies for monitoring of living marine resources and ecosystems.

**Improve recovery of listed species through innovative partnerships (NOAA).** International, federal, state, local, tribal, and nongovernmental organizations play a role in conservation. NOAA will strengthen partnerships with these stakeholder groups to ensure greater collaboration toward the recovery and conservation of protected species in marine and coastal ecosystems. Greater collaboration will improve the development and implementation of effective recovery and conservation plans for marine mammals and endangered and threatened species.

**Enhance place-based conservation (NOAA).** Through its coastal management and place-based conservation programs, NOAA will expand protections at current sites, add protections at new sites, and work with public and private partners. This place-based approach will preserve the economic and environmental benefits

of these special places to local communities. NOAA will implement efforts such as the Habitat Blueprint framework, which employs partnerships to improve habitat conditions for fisheries, and coastal and marine life, to achieve economic, cultural, and environmental benefits.

STRATEGIC OBJECTIVE 3.4 PERFORMANCE INDICATORS	
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● <b>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 in any fishing year (APG for FY 2014 – 2015) (NOAA) ★</b></li> <li>● Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels (NOAA)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Fish Stock Sustainability Index (FSSI) (NOAA)</li> <li>● Number and percentage of recovery actions ongoing or completed (NOAA)</li> <li>● Habitat acres conserved (NOAA)</li> </ul>

See Appendix A for additional details on key performance indicators.

**STRATEGIC OBJECTIVE 3.5**

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

To survive and flourish in the 21st century economy, businesses must be able to adapt to the changing environment by balancing environmental, social, and economic concerns. When businesses adopt processes and solutions that recognize the importance of the environment and climate, the results can include cost savings and new commercial products and services that improve profitability and competitiveness. At the same time, the positive power and reach of business and markets will further shared environmental, social, and economic goals for the health of the Nation.

The Department is uniquely equipped to develop and provide new environmental and climate informed services that help businesses enhance their value. The Department’s capabilities in this area span a range of activities that help create new businesses, improve competitiveness, promote environmental goals, and provide important environmental information for decision-making. Ultimately, the Department’s programs in this area can be leveraged to empower U.S. companies and foster environmental and climate business solutions that benefit the Nation.

**KEY STRATEGIES**

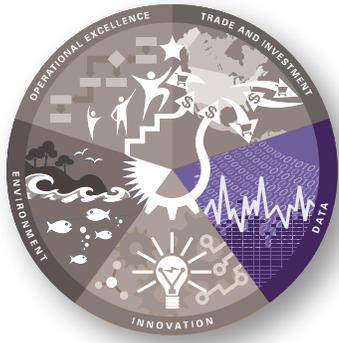
**Boost exports of environmental and clean energy technologies (ITA).** Governments around the world are creating regulations and policies to address the changing environment. ITA, with the Department of Energy and the Environmental Protection Agency, will lead interagency efforts to support and anticipate the needs of U.S. exporters and foreign investors who want to address the growing global demand for environmental and clean energy technologies. U.S. companies are well poised to take advantage of these opportunities. To speed up the deployment of climate-friendly technologies, ITA, working with the Office of the U.S. Trade Representative, will seek to eliminate import tariffs and market access barriers in these sectors. ITA will also promote the global competitiveness of U.S.-based firms in these industries, developing in-depth analyses to help industry and U.S. government agencies prioritize efforts. Additionally, ITA will underscore the value and innovative nature for appropriate sectors, using the advice of relevant advisory committees, and increasing ITA services to link buyers and sellers.

**Develop standards and tools to assess green building technologies (NIST).** NIST will develop measurement science that enables architects and developers to design buildings that produce as much energy as they consume and to use more durable materials. NIST will leverage its expertise in the areas of energy, service life prediction, life-cycle assessment, and indoor air quality to deliver test methods and performance metrics that will assist the marketplace in capturing the value of green building technologies. This work requires partnerships with the Department of Energy, industry, and standards development organizations.

**Engage Targeted Business Sectors to integrate natural capital values into their business models (ESA, NOAA).** By considering the natural capital representative of the benefits that society receives from nature or environmental processes in their planning and investments, U.S. businesses can reduce risks and costs while enhancing their image and revenue. ESA and NOAA will identify business sectors that could benefit most from integrating the benefits of natural capital into their operations and decision-making. These two bureaus will work with industry to acquire the information and tools most critical to better account for natural capital values.

STRATEGIC OBJECTIVE 3.5 PERFORMANCE INDICATORS	
<b>Future Indicators</b> <i>(the outcomes that we will strive to measure in the future)</i>	<ul style="list-style-type: none"> <li>● Dollar value of exported goods and services for clean energy and environmental technologies (ITA)</li> </ul>
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● Number of visits to information portals focusing on environmental and clean energy exports (ITA)</li> <li>● Number of trade promotion and trade policy missions that support U.S. environmental and clean energy businesses (ITA)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● 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)</li> </ul>

See Appendix A for additional details on key performance indicators.



## DATA

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

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

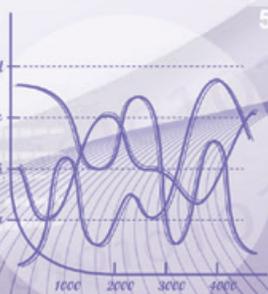
America’s 30 million businesses depend on the Department’s data to spark innovation, advance scientific discovery, satisfy their customers’ demands, and create jobs. State, local and tribal governments—and there are more than 90,000 of them—mine the Department’s data to warn of coming danger, position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

The world is at the forefront of a data revolution. The explosion of Big Data—both in the government and the private sectors—presents enormous opportunities and challenges. Businesses, citizens, and governments will use this data to expand their knowledge and make better-informed decisions. To support these changes and maximize opportunities, the Department must transform its aging systems into 21st century data powerhouses. The key outcomes targeted for this transformation are for

the Department to provide more valuable data by anticipating customer’s needs; deliver data in more usable timely and accessible ways; better utilize and share data to make businesses and governments more responsive, cost-effective, and efficient; and collaborate with the private sector to develop new data products and services.

This strategic plan is the Department’s roadmap to better serve customers and, in doing so, to make businesses more competitive, governments smarter, and citizens more informed. While remaining ever vigilant to protect data confidentiality, personal privacy, and national economic security interests, the Department will unleash its potential to:

- Maximize the value of Commerce data to governments, businesses, and communities;
- Make data easier to find, access, and use;
- Partner with other government agencies and the private sector to improve interoperability and dissemination;
- Collect and manage data more efficiently and less intrusively; and
- Spark innovation and fuel entrepreneurship with open dialogue and integrated feedback.



## 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 (ESA, NIST, NOAA, NTIS)

The Department collects, stores, and analyzes a treasure trove of data, including data on the Nation's economy, population, and environment. This data is fundamental to the Department's mission and is used for the protection of life and property and to enhance economic growth. However, the capacity to analyze and disseminate this magnitude of data is significantly constrained. In response to this challenge, the Department must strive to make its data accessible, usable, reliable, and comprehensive.

Barriers to accessing and using data must be minimized in order to realize the potential value of the data the Department collects, stores, and disseminates. There are differing standards, methodologies, operations, infrastructures, websites, architecture, platforms, and formats that make it difficult to access, find, use, and combine data sets. The Department will undertake a comprehensive effort to improve the interoperability of its own data by developing internally-adopted standards, and through better integration of data from different bureaus. Consistent with privacy and security considerations, the Department is firmly committed to unleashing its untapped data resources in ways that best support downstream information access, processing, analytics, and dissemination.

Partnering with the private sector will increase the capacity of the Department to release raw scientific and climate data that cannot be cost-effectively disseminated by the federal government under current resource constraints. Public-private partnerships to develop and disseminate common standards and architectures could also result in a powerful data platform that would help provide more widespread access to public data in usable forms. However, this infrastructure and its enabling standards will only work if they are developed collaboratively between the public and private sectors. Additionally, the Department will lead efforts to make sure government data is accessible in ways that enable businesses to be more competitive, governments smarter, and citizens more informed.

## KEY STRATEGIES

### **Increase capacity to make data accessible, discoverable, and usable by the public (NIST, NOAA).**

The Department's Big Data vision will not be realized simply by making data available through conventional means. Through public-private partnerships, scientific data can be intelligently positioned in the cloud and be co-located with easy, affordable access to computing, storage, and advanced analytical capabilities. Public-private partnerships have the ability to scale and surge at the pace of U.S. innovation, enabling new value-added services and unimaginable integration into the daily lives of the American public. For example, NIST will seek public input on how it, partnering with private sector operators, might structure the operation of an ensemble of time servers that will provide time information in a number of different formats over the Internet. Much as making GPS data publicly available in the early 1980s led to an explosion of GPS-related innovations, access to precision network timing could lead to innovative applications for industry, commerce, government, research, and the general public. With the success of public-private partnerships for scientific data, the Department will be well positioned to lead similar partnership efforts for other segments of its data.

### **Drive the development of Big Data standards and measurement science (ESA, NIST).**

The availability of vast data resources carries the potential to answer questions previously out of reach. There is also broad agreement that Big Data will overwhelm traditional approaches. The rate at which data volumes, speeds, and complexity is growing is outpacing scientific and technological advances in data analytics, management, transport, and more. A lack of consensus on some important, fundamental questions will confuse potential users and hold back progress. The Department will drive advancements in Big Data standards by forming communities of interest from industry, academia, government, and other standards bodies, with the goal of developing consensus definitions, taxonomies, secure reference architectures, and a technology roadmap.

**Establish data interoperability across the Department and expand open data access (ESA, NIST, NTIS).** The Department will use a standards-based approach to develop an interoperable data infrastructure. Adherence to a set of common standards and architecture can result in a powerful data platform that provides universal access to data in usable form. Improving discovery and analysis by enhancing access will make data produced by the Department more effective. Usable open data will promote economic growth and energize a data-as-a-service marketplace for entrepreneurs, new businesses, and the public. This infrastructure and its enabling standards will be developed in a close collaboration between the public and private sectors. NTIS will serve both as a convener and enabler and provide a shared governance framework for agencies to collaborate. NTIS will use its authorities to be a center of excellence for expertise and capabilities in enterprise data management, data analytics, data dissemination, and data delivery business models.

**Make Commerce data easier to access, use, download, and combine through a *Find it-Connect It* service (ESA, NTIS).** Providing customers with an agile and unified user-data interface will allow businesses and the public to have access and use of data sets to an extent many of them have never experienced. The government’s current data systems are significantly different, requiring users to become specialists in the various government systems to obtain and manipulate data. In order to best serve the public and their diverse interests, the Department will format its data in a manner that can be queried from any of a number of different perspectives through the creation of a common system: *Find it-Connect It*. This new service will guide users to interoperable data sets with built-in intelligence to make data easier to access, use, download, and combine. To develop the new service, the Department will host engagement events and forums, obtaining stakeholder input on how best to structure the *Find It-Connect It* capability.

**STRATEGIC OBJECTIVE 4.1 PERFORMANCE INDICATORS**

**Key Indicators**

*(the outcomes that we can measure now)*

- Percentage of milestones met for Commerce interoperability framework (NIST)
- Number of consensus-based standards on Big Data (NIST)
- Percentage of milestones met for *Find It-Connect It* (Census)
- Percentage of NOAA environmental data available to the public (NOAA)

See Appendix A for additional details on key performance indicators.

**STRATEGIC OBJECTIVE 4.2**

**Improve data based services, decision-making and data sharing within the Department and with other parts of the federal government (BIS, ESA, ITA)**

The federal government collects vast amounts of data every day to support, protect, and defend the U.S. public. Data can and should be used to drive program excellence and sound decision-making within the federal government. Data can also be used more widely to help measure the efficacy of a wide variety of government assistance programs, allowing policymakers to make better and wiser choices on how best to spend limited resources. In other cases, data can be better shared or combined between agencies to make government programs more informed and more efficient.

For the Department to be a leader in the data revolution, it must re-engineer current ways of doing business and aggressively push progress toward this important strategic objective. Leading change requires change. In short, the Department must practice what it preaches.

Achieving this strategic objective will require re-evaluating the utility of the data the Department collects and whether that data is being used to inform decisions both within the Department and in other federal agencies. For example, the Department intends to use its existing data,

along with data obtained from other federal agencies, to help design the 2020 Census and potentially save billions of dollars. Making better use of existing data will require the ability to combine different data from different agencies to create new, more useful data products, and enable sharing data across agencies.

The Department’s customers demand efficiency. Businesses, governments, and the public at large will benefit from the enhanced value of Commerce data products and services and from the resultant savings. Businesses and the public will see reduced demands for information, lessening their concerns about survey response burdens, confidentiality of data, and privacy.

**KEY STRATEGIES**

**Improve the use of existing federal databases to help analyze business assistance and economic growth programs throughout the government (BIS, ESA, ITA, MBDA).** The federal government provides billions of dollars in business assistance programs each year and many of the Department’s programs play an active role in this process. Analyzing the effectiveness of this assistance and identifying key drivers of success can be difficult and time-consuming. Better and perhaps faster assessments could be made if the federal government’s existing economic, demographic, and scientific data are applied to the decision-making process in a meaningful way. The aim is to arrive at the best way to incorporate information and analyses gleaned from existing datasets into business-assistance program decisions. Once a methodology is developed, the Department will provide the data and expertise needed to position business-assistance programs to operate more effectively and increase their returns on investment.

**Execute high profile statistical data programs well (ESA).** The Department is committed to conducting the 2020 Census at lower costs per housing unit than the 2010 Census. The Department will do this by focusing on cost-effective ways to collect, process, and disseminate information. This requires increased sharing of administrative data collected by other federal agencies, as well as more efficient collection and processing of data. Census recognizes that these innovations must be flexible enough to respond to social and technological changes, while reducing the cost of conducting the 2020 Census and ensuring there is no degradation in data quality.

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

STRATEGIC OBJECTIVE 4.2 PERFORMANCE INDICATORS	
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Percentage of milestones met for business assistance analysis (Census, ESA)</li> <li>● Cost efficiency of 2020 decennial census (Census)</li> <li>● Census count measure for quality of 2020 decennial census (Census)</li> </ul>
<p><b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i></p>	<ul style="list-style-type: none"> <li>● Timeliness of cyclical census programs (Census)</li> </ul>

See Appendix A for additional details on key performance indicators.

### STRATEGIC OBJECTIVE 4.3

#### **Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers (ESA, NOAA)**

The demands for information change over time, reflecting the ever-changing nature of households, the economy, and the environment. For instance, the U.S. economy has gone through tectonic shifts over the past several decades, moving toward a more service-based, internationally-connected, and digitally-enabled economy. However, the Department's data on these new, emerging portions of the economy has not kept pace. Likewise, the Department is not currently meeting customer expectations for more detailed data products in smaller geographic areas, such as information on regional and local economies or their changing environments. In many cases, the government has a responsibility to transform the data it collects into the most accessible and usable information possible to meet the needs of the public it serves. In other cases, the government is not best positioned to fully satisfy these needs. Consequently, many businesses have emerged to add value to available government data, transforming it in ways that help meet the vast and diverse public needs. The strategies supporting this objective have been designed to encourage this trend.

By partnering with the business community and the private sector at large, the Department will generate new data products helping to grow current businesses and catalyze the development of new businesses. Through outreach to the business community and users, the Department will measure customer demand and determine what new data products to produce. Generating these new products will be done in one of three ways, depending on the nature of what is needed: (1) using in-house, traditional means and methods to produce new data products; (2) partnering with the private sector to couple its data with government data; or (3) providing government data in ways that are more useful to businesses and others so they can more easily combine it with their own private data resources.

Business customers will be the first beneficiaries of this process, but the 90,000 governmental entities and nearly 320 million Americans the Department serves will also benefit from the new data products and services that are fueled by these efforts.

#### **KEY STRATEGIES**

##### **Foster the growth of private sector weather, water, and climate information and service-providers (NOAA).**

Information on the environment from local to regional to global is becoming increasingly relevant. This information affects the way people live and do business. Although the federal government provides considerable environmental information services, there is demand for even more information—information parsed in ways beyond the government's current capability. A vibrant private sector industry is poised to fill this gap. The Department can accelerate the development of this industry and drive this increasingly important sector of the economy. To do this, the Department will provide sustained and reliable information and expand partnerships with private sector and other enterprise partners to encourage the development and marketing of enhanced products and services to the Nation.

**Explore combining of federal and private-sector datasets to strengthen decision-making (ESA).** The federal government is no longer the sole provider of data. Big Data includes datasets that exist at all levels of government and throughout the private sector. This recognition presents a unique opportunity to combine datasets and use them effectively to promote decision-making at all levels—from governmental to individual. Yet this opportunity also presents a variety of challenges, including: How can the data be shared in a manner that is consistent with national values? Are there legal impediments to sharing? Can the Department provide the desired data transparency? And what is the impact or burden associated with

providing the information? Recognizing that this is an evolving strategy, the Department will explore, research, and test the extent to which government and private data can be shared and the economic potential such sharing represents.

**Continually revisit and revise the Department's data products to meet changing needs (ESA).** The data revolution is still in its infancy. The pace of change in the data sphere will grow exponentially as the availability and use of data play an increasingly important role in the national economy. Because the data-services landscape is changing so rapidly, the Department cannot fully predict all the strategies it will utilize to reach the goals established in this plan.

The Department will continually reassess the way in which its data can add value to the public and to the economy. In this rapidly evolving environment, the Department must remain nimble to meet future demands and needs. To discover new areas for cooperative development, the Department will establish an interdisciplinary team, focused on evaluating whether data collection, storage, and dissemination efforts are appropriately aligned with private-sector changes. This team will work with the private sector and other government agencies to keep the Department on the cutting edge. Based on customer feedback, the Department will re-evaluate its data products and develop new data products to better meet customer needs and maximize the value of the data it collects and distributes.

STRATEGIC OBJECTIVE 4.3 PERFORMANCE INDICATORS	
<b>Key Indicators</b> <i>(the outcomes that we can measure now)</i>	<ul style="list-style-type: none"> <li>● Percentage of milestones met for stakeholder outreach (ESA)</li> <li>● Number of visits to NOAA information portals (NOAA)</li> </ul>
<b>Supporting Indicators</b> <i>(other measures that have an impact on our target outcomes)</i>	<ul style="list-style-type: none"> <li>● Timeliness of release of key data products (Census)</li> </ul>

See Appendix A for additional details on key performance indicators.



## OPERATIONAL EXCELLENCE

**Strategic Goal 5: Deliver better services, solutions, and outcomes that benefit the American people**

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



## STRATEGIC OBJECTIVE 5.1

**Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance  
(OS, All Bureaus)**

This objective focuses on the high-priority, cross-cutting initiatives that the Department's leadership team believes are the most critical to mission success. First and foremost, mission success depends on a fully engaged workforce with the knowledge, skills, and effective leadership necessary to achieve results. Second, mission success during a time of rapidly-evolving technology is achieved only when employees have the right technology, tools, and information to do their job effectively. Third, mission success demands a results-driven management approach, using performance metrics and effective program research and evaluations to provide the evidence needed to align and optimize resources in implementing this strategic plan.

#### KEY STRATEGIES

**Build a learning organization (OS, All Bureaus).** Developing the right skills and knowledge is critical for accomplishing the Department's mission, improving employee satisfaction, and growing the next generation of leaders. The Department is committed to transforming itself into a learning organization that excels in serving customers and delivering results by valuing learning as an ongoing creative process; continually developing, adapting, and transforming itself in response to changing conditions; and improving the core capabilities of its people at all levels, both individually and collectively.

As a part of this strategy, a staff development framework will be designed to drive excellence in all aspects of mission delivery: systems thinking, customer service, personal mastery, and teamwork. Recognizing that senior leaders play a critical role in leading the cultural transformation needed to become a learning organization, the Department will focus first on designing a framework of knowledge and skills that are essential for all members of the Department's Senior Executive Service (SES). The goal is to develop proactive leaders, who are able to drive strong workforce engagement, maximizing the impact of each individual's talents and increasing collaboration among staff.

**Create a 21st century IT infrastructure (OS, All Bureaus).** The Department depends on high quality, reliable, and secure IT to carry out its mission. To create an IT infrastructure that employs developments and manages vulnerabilities, the Department will design and implement an integrated enterprise-wide IT architecture. The new architecture will deliver mission and business data anytime, anywhere through swift, seamless, and secure services on-demand to internal and external stakeholders. Key architecture principles will guide this effort from each of three viewpoints: mission, user, and technology. The architecture will align mission needs, technology drivers, a common set of requirements for capabilities and services, and minimum standards for interoperability and cybersecurity. A single federated roadmap will guide phased implementation of the architecture.

The Department will also develop and deploy a customer-driven set of IT shared services. The integrated enterprise IT architecture is intended to meet customer and program needs by adopting an approach that enables doing in common that which is commonly done. The Department's CIO Council will engage customers in bureaus and offices to define shared commodity, business, and mission IT services. The collaboration will also establish priorities for the change management activities essential for the successful deployment of these services.

**Manage for results (OS, All Bureaus).** To drive progress toward its mission-focused objectives, the Department plans to be on the leading edge of an evolving management paradigm. Managing for results requires aligning the Department's programs, people, and resources to the clearly defined goals, objectives, and measures of progress established in this strategic plan. Development and better utilization of outcome-based performance metrics will enable continuous improvement at all levels of the organization. The Department's Executive Management Team will leverage the expertise of leaders from across the

Department to conduct regular reviews of progress toward the outcomes targeted in this plan. These performance reviews will enable senior executives to identify and resolve emerging problems before

they escalate as well as share best practices. Data on performance will also help identify research and evaluations needed to further optimize resource allocation decisions and deliver high impact results.

STRATEGIC OBJECTIVE 5.1 PERFORMANCE INDICATORS	
<p><b>Key Indicators</b> <i>(the outcomes that we can measure now)</i></p>	<ul style="list-style-type: none"> <li>● Percentage of milestones met for the development and implementation of the senior leader framework (OS, All Bureaus)</li> <li>● Percentage of milestones met for the development and implementation of an integrated Commerce-wide IT enterprise architecture (OS, All Bureaus)</li> <li>● Percentage of milestones met for the development and implementation of a Commerce-wide enterprise IT shared services plan (OS, All Bureaus)</li> <li>● Percentage of milestones met for the development and implementation of a strategic plan dashboard (OS, All Bureaus)</li> </ul>

*See Appendix A for additional details on key performance indicators.*

## APPENDIX A – PERFORMANCE INDICATOR DEFINITIONS

### STRATEGIC GOAL 1: TRADE AND INVESTMENT

Indicator	Definition
<b>Strategic Objective 1.1</b>	
Dollar value of exports enabled by prevention, reduction, or removal of trade barriers	The revenue from exports that continued or were increased because of successful Department efforts to address foreign government actions that infringe trade agreements, restrict market access, or treat U.S. industry or investment unfairly.
Number of advocacy wins	The number of foreign government contracts won by U.S. businesses with Department assistance.
Dollar value of U.S. contracts from advocacy wins	The dollar value of contracts to provide goods or services to a foreign government when the contracts were won by U.S. businesses with Department assistance.
Number of target foreign trade barriers prevented, reduced, or removed	The number of foreign trade barriers prevented, reduced or removed with Department assistance on behalf of U.S. exporters.
Number of foreign government officials trained on best practices to protect and enforce IP	The number of foreign government officials with intellectual property responsibilities who participate in Department-sponsored conferences and training programs aimed at improving the protection and enforcement of IP rights.
<b>Strategic Objective 1.2</b>	
Dollar value of U.S. exports generated from Department assistance	Increase in U.S. business revenue from Department efforts to increase U.S. exports through programs of ITA.
<b>Percentage of Global Markets clients that achieved their export objectives</b> ★	The percentage of Global Markets business clients that meet export objectives agreed to at the outset of assistance. Data is collected via surveys.
Number of clients assisted	The number of U.S. companies that receive ITA exporting assistance.
Number of export transactions completed under the new authority of Commerce export licenses and license exceptions	The number of exports of items that have become subject to the Export Administration Regulations (EAR) that were formerly subject to the International Traffic in Arms Regulations (ITAR). The measure of these transactions will be exports under a Commerce license, Commerce license exception, no license required (NLR) shipments, or exports under the catch-all authority of a State Department authorization for EAR items as reported in the Automated Export System by exporters.
Number and dollar amount of grants that support place-based export strategies	The number and dollar amount of grants that support the development and implementation of regional place-based strategies that foster exports.
Number of jobs created or retained, and dollars leveraged (contracts and financings) through minority business export activity	The jobs and investment reported to be the result of exports that occurred with the assistance of the Minority Business Public Private Partnership Program.

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Indicator	Definition
<b>Strategic Objective 1.3</b>	
Number of U.S. jobs supported as a result of inward investment facilitated by the Department	The estimated number of U.S. jobs supported as a result of foreign direct investments facilitated by the Department.
Dollar value of inward investment successes facilitated by the Department	The dollar value of foreign direct investments in the United States supported by the Department.
Percentage of clients that achieved their investment objectives	The percentage of Global Markets investment clients that meet investment objectives agreed to at the outset of assistance. Data is collected via surveys.
Number of investment clients assisted by the Department	The number of domestic and foreign firms, as well as domestic and foreign Economic Development Organizations, assisted by the Department to attract inward investment into the United States.
Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support inward investment	The estimated number of jobs to be created or retained and dollar amount of private capital investment to be generated as a result of inward investment-focused EDA Public Works and Economic Adjustment Assistance construction grants. Job and investment estimates encompass long-term rather than short-term (i.e., construction) impacts.
Number of ombudsman cases facilitated	The number of ombudsman cases (both visa-related and non-visa-related) closed by SelectUSA.
<b>Strategic Objective 1.4</b>	
Dollar value of exports enabled or retained by ensuring compliance with trade agreements	The value of exports that occurred or were sustained because of successful Department efforts to seek foreign government adherence to trade agreement obligations. Estimates are based on industry information and analysis.
Number of antidumping and countervailing duty determinations issued within statutory and/or regulatory deadlines	The total proportion of antidumping and countervailing duty investigations, administrative reviews and other case proceedings that are completed by Enforcement & Compliance within the timeframes established under U.S. trade remedy statutes and Department regulations.
Number of antidumping and countervailing duty petition counseling engagements involving small and medium-sized enterprises	The counseling assistance to U.S. small and medium-sized enterprises (SME) and their workers to improve their understanding of and access to the U.S. unfair trade laws, as a percentage of total petition counseling assistance to all U.S. companies, regardless of size.
Number of compliance cases resolved successfully	The number of foreign government-imposed trade barriers that are removed/mitigated to industry satisfaction. Data is gathered through client surveys.

**STRATEGIC GOAL 2: INNOVATION**

Indicator	Definition
<b>Strategic Objective 2.1</b>	
Global market share of U.S. companies in advanced technologies	The U.S. share of the market for products with industry codes associated with advanced technology.
Dollar amount of co-investment by non-federal sources in NNMI institutes	Measures the sustainability of NNMI Institutes by tracking private contribution.
Number of businesses using NIST research facilities	The number of businesses that send staff to conduct research at NIST User Facilities and number of businesses engaged in cooperative research agreements with NIST.
Number of Full-Time Equivalents (FTEs) supporting AMTech consortia	Measures the sustainability/growth of funded AMTech partnerships by tracking private contribution.

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APPENDIX A — PERFORMANCE INDICATOR DEFINITIONS

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Indicator	Definition
<b>Strategic Objective 2.2</b>	
Number of firms receiving in-depth technical assistance from MEP centers	In-depth technical assistance requires eight hours or more of staff time.
Percentage of MEP clients receiving in-depth technical assistance that increases their competitiveness	Competitiveness is increased through product diversification, increased sales, decreased costs, and/or capital investment; data will be based on client surveys.
Recipient estimated number of jobs and dollar amount of private investment generated as a result of grants that support advanced manufacturing	The estimated number of jobs that will be created or retained and dollar amount of private investment that will be generated as a result of advanced manufacturing-focused EDA Public Works and Economic Adjustment Assistance construction grants. Jobs and investment estimates to not include investments and jobs from constructing facilities but rather those that result from the activity in new facilities.
Number of jobs created or retained for minority business advanced manufacturing	The number of positions created or retained as the result of business expansion supported by Minority Business Public Private Partnership Program grants.
Dollars leveraged (contracts and financings) for minority business advanced manufacturing	The value of contracts and financing achieved as the result of business expansion supported by Minority Business Public Private Partnership Program grants.
<b>Strategic Objective 2.3</b>	
Percentage of milestones met in developing digital economy policy process	The process will be successfully defined and documented as the key method of Administration Internet policy development.
Number of communities with increased broadband capabilities and capacity	The number of communities with improved capability for managing and increasing the benefits of broadband expansion and utilization. A rubric will be used to assess changes in capabilities.
Number of major sector/organization-specific Framework profiles or Framework implementation guidance created	Measures the implementation of the Cybersecurity Framework by critical infrastructure organizations.
<b>Miles of broadband infrastructure</b> ★	The number of miles of network (e.g., fiber, microwave) deployed using federal funding.
<b>Number of community anchor institutions connected</b> ★	The number of anchor institutions (e.g., libraries, schools) connected with new or improved broadband capabilities.
<b>Number of new broadband adopters</b> ★	The number of new household and business subscribers to broadband generated by Department initiatives.
Spectrum identified for commercial broadband use	Spectrum identified by NTIA to achieve 500 MHz goal of additional spectrum for commercial broadband use.
Number of products integrating the Cybersecurity Framework	The number of information technology and operational technology products that have integrated Cybersecurity Framework concepts and components.
Number of citations of the Cybersecurity Framework	The number of citations of the Cybersecurity Framework in industry and government cybersecurity surveys and reports. Data is collected through web applications.
Number of government and private test-bed facilities partnering with the Center for Advanced Communications	The number of partners that invest funding, facilities and/or staff to test and evaluate new advanced wireless technologies.

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Indicator	Definition
<b>Strategic Objective 2.4</b>	
Number of businesses receiving MEP assistance with workforce programs	Assistance includes on-the-job-training, training at community colleges, revised job descriptions to better match today's skill needs, and analysis of small and medium-enterprise business goal-aligned workforce needs. Will be measured through center-reported data and client surveys.
Number of MEP Centers partnering with skills training providers (e.g., community colleges) to link manufacturing firms with skills training resources	Partnering is developing and affecting training programs to meet specific needs of firms.
Recipient-estimated number of jobs and dollar amount of private investment generated as a result of infrastructure for industry-driven skills training	The estimated number of jobs to be created or retained and dollar amount of private investment to be generated as a result of industry-driven skill training infrastructure supported by EDA Public Works and Economic Adjustment Assistance construction grants. Job and investment estimates do not include investments and jobs from constructing facilities but rather those that result from the activity in new facilities.
Number of industry-driven workforce partnerships supported	Workforce partnerships are collaborations between employer, education, labor, government, and workforce systems; are led by employers from a specific sector; and focus on a specific economic region. Reflects number of partnerships supported through technical assistance, guidance, grants, and direct implementation.
Implementation progress on Presidential Memorandum for job-driven training	Development of multi-agency action plan to make the federal workforce and training system more industry-driven, integrated, and effective; due to the President by the end of July 2014.
Number of data dissemination tools and improvements fueled by Department data on the U.S. workforce	The number of tools that have Longitudinal Employer-Household Dynamics (LEHD) data as a primary data source and the number of improvements to the quality of the LEHD data.
<b>Strategic Objective 2.5</b>	
<b>First action patent pendency</b> ★	First Office Action pendency is the average number of months from the patent application filing date to the date a First Office Action is mailed by USPTO.
<b>Total patent pendency</b> ★	Patent pendency is the average time in months for a complete review of a utility, plant, and reissue (UPR) patent application, from the filing date to issue a patent decision or abandonment of the application.
<b>Patent backlog</b> ★	The unexamined patent application backlog is the number of new UPR patent applications at any given time which are awaiting a First Office Action by the patent examiner.
<b>Patent quality composite score</b> ★	The score is composed of seven individual quality metrics; a weight is applied to each metric and they are added to measure overall quality; scores are assigned by senior examiners who review a sample of patent determinations.
Number of industry-federal partnerships	The number of Cooperative Research and Development Agreements (CRADAs) between federal laboratories and outside organizations and the number of CRADAs with small businesses.
Relative citation impact of NIST-authorized publications	The relative citation impact indicator is the ratio of the average number of citations per publication (citation rate) for all NIST publications in a year to the average citation rate for a large group of peer institutions in the world.
Percentage of prioritized countries for which country teams have made progress	Progress is measured using the following criteria: (1) institutional improvements of the IP office administration for advancing IP rights; (2) institutional improvements of IP enforcement entities; (3) improvements of IP laws and regulations; and (4) establishment of government-to-government cooperative mechanisms. This measure tracks the implementation of country-specific action plans in prioritized countries.

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Indicator	Definition
Number and dollar amount of grants that support entrepreneurial activities	Number and dollar amount of grants that support entrepreneurial activities, commercialization, and/or technology transfer.
First action trademark pendency (months)	First Action Trademark pendency measures the average number of months from the date of application filing to the examining attorney's first office action.

**STRATEGIC GOAL 3: ENVIRONMENT**

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

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Indicator	Definition
Cumulative number of coastal, marine, and Great Lakes issue-based forecasting capabilities developed and used for management	Geographically specific forecasts will allow resource managers to make decisions based on predicted environmental and socioeconomic impacts, predict the impacts of ecosystem stressors, and evaluate the potential options to mitigate those stressors to better manage ecosystem use and condition.
Percentage of key milestones met for Disaster Resilience Standards Panel	A series of nationwide workshops will be held to gather input for a draft disaster resilience framework. A plan will be established to develop a complete Disaster Resilience Framework that puts community-level guidelines into action.
Web activity by risk management community for long-term catastrophe risk assessment	Web activity will be measured to determine the climate data records used by federal, state, and local governments and the private sector for climate research, modeling, and assessment of risk from events such as coastal inundation and patterns of extreme weather.
<b>Strategic Objective 3.4</b>	
<b>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 in any fishing year ★</b>	Confirm overfishing has been eliminated on all domestic stocks identified as subject to overfishing using catch data relative to overfishing limits. Stocks identified as subject to overfishing after June 30, 2013 are not included in this APG.
Number of protected species designated as threatened, endangered, or depleted with stable or increasing population levels	Population trends are estimated using best practice research methodologies. This measure tracks progress at achieving partial recovery of endangered, threatened, or depleted protected species.
Fish Stock Sustainability Index	The index is a composite of several measures of the health of fish stocks. It measures the sustainability of 230 fish stocks selected for their importance to commercial and recreational fisheries. Data is gathered using best practice research methodologies.
Number and percentage of recovery actions ongoing or completed	Measures documented recovery actions that are expected to contribute to a change in population trends (such as completed habitat restorations, successful reintroductions of injured animals, etc.).
Habitat acres conserved	The number of acres includes: (1) the number of habitat acres acquired or designated for long-term protection which includes land, marine, and estuarine areas conserved as sanctuaries, reserves, or other protected areas; and (2) the number of habitat acres restored describes restoration by NOAA or with NOAA funding following habitat degradation or injury.
<b>Strategic Objective 3.5</b>	
Dollar value of exported goods and services for clean energy and environmental technologies	This future indicator will require the World Customs Organization (WCO) to establish a specific Harmonized System (HS) tariff code for renewable energy and energy efficiency equipment, components, and products.
Number of visits to information portals focusing on environmental and clean energy exports	Tracks growth in the number of visits to select websites that are used as central sources of environmental and clean energy export information.
Number of trade promotion and trade policy missions that support U.S. environmental and clean energy businesses	Standard definitions will be used to define “environmental and clean energy businesses” to assure data integrity.
Number of page visits to BIRDS, a free online software tool for businesses to assess the economic and environmental tradeoffs in developing green buildings	A new online software tool called BIRDS will be released to help stakeholders put an environmental score on a proposed building and to assess the life cycle costs associated with that building. Usage will be measured by software downloads and/or page visits.

**STRATEGIC GOAL 4: DATA**

Indicator	Definition
<b>Strategic Objective 4.1</b>	
Percentage of milestones met for Commerce interoperability framework	Key milestones completed on time for developing and implementing a reference data architecture and interoperability framework for Commerce data services.
Number of consensus-based standards on Big Data	Measures success of NIST in accelerating consensus on important, fundamental questions about Big Data that accelerate progress.
Percentage of milestones met for <i>Find it-Connect it</i>	Key milestones completed on time to create an inventory of all available data sets within the Department to be included in a <i>Find it-Connect it</i> service and a plan to make the data sets interoperable.
Percentage of NOAA environmental data available to the public	The percentage of NOAA environmental data available to general users.
<b>Strategic Objective 4.2</b>	
Percentage of milestones met for business assistance analysis	Key milestones completed on time for a plan to identify and provide the data and expertise needed to analyze business assistance programs across the government.
Cost efficiency of 2020 decennial census	Finalize a design for the 2020 decennial census and conduct at less cost, as adjusted for inflation, than was spent on the 2010 Census (\$77.00 per housing unit, not including ACS).
Census count measure for quality of the 2020 decennial census	Maintaining the same or better quality as the 2010 Census count (using the Census Count Measure - CCM).
Timeliness of cyclical census programs	Complete key activities for cyclical census programs on time to support effective decision-making by policymakers, businesses, and the public.
<b>Strategic Objective 4.3</b>	
Percentage of milestones met for stakeholder outreach	Key milestones completed on time for a formal outreach plan to current data users and potential data users.
Number of visits to NOAA information portals	The number of visits to NOAA information portals: Climate Portal, Drought Portal, Weather.
Timeliness of release of key data products	Release data products for key Census Bureau programs on time to support effective decision-making of policymakers, businesses, and the public.

**STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE**

Indicator	Definition
<b>Strategic Objective 5.1</b>	
Percentage of milestones met for the development and implementation of the senior leader framework	Key milestones completed on time for the design, pilot test, and implementation of the senior leader component of the Commerce organizational learning framework.
Percentage of milestones met for the development and implementation of an integrated Commerce-wide IT enterprise architecture	Bureaus complete key milestones on time for developing an integrated Commerce-wide IT enterprise architecture; adopting a federated implementation roadmap; and transitioning their IT systems, services, and device.
Percentage of milestones met for development and implementation of a Commerce-wide enterprise IT shared services plan	Bureaus complete key milestones on time for developing a Commerce-wide enterprise IT shared services plan; adopting a federated implementation roadmap and transitioning delivery of common IT services to shared services.
Percentage of milestones met for the development and implementation of a strategic plan dashboard	Key milestones completed on time for the design and implementation of a dashboard to track implementation of the strategic plan and a revised performance management approach that aligns performance indicators and engages the workforce in driving results.

## APPENDIX B – CONTRIBUTING PROGRAMS

### STRATEGIC GOAL 1: TRADE AND INVESTMENT

#### STRATEGIC OBJECTIVE 1.1

Bureau	Program
ITA	<ul style="list-style-type: none"> <li>● Global Markets</li> <li>● Industry and Analysis</li> <li>● Enforcement and Compliance</li> </ul>
USPTO	<ul style="list-style-type: none"> <li>● Patents and Trademarks</li> </ul>
NOAA	<ul style="list-style-type: none"> <li>● Corporate Services</li> </ul>
NTIA	<ul style="list-style-type: none"> <li>● International Policies</li> </ul>

#### STRATEGIC OBJECTIVE 1.2

Bureau	Program
ITA	<ul style="list-style-type: none"> <li>● Executive Administration</li> <li>● Global Markets</li> <li>● Industry and Analysis</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Public Works</li> <li>● Economic Adjustment Assistance</li> <li>● Technical Assistance</li> <li>● Partnership Planning</li> <li>● Research and Evaluation</li> <li>● Trade Adjustment Assistance</li> </ul>
MBDA	<ul style="list-style-type: none"> <li>● Minority Business Public Private Partnerships Program</li> </ul>
BIS	<ul style="list-style-type: none"> <li>● Export Enforcement</li> <li>● Export Administration</li> <li>● Management and Policy Coordination</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> </ul>

#### STRATEGIC OBJECTIVE 1.3

Bureau	Program
ITA	<ul style="list-style-type: none"> <li>● Global Markets</li> <li>● Industry and Analysis</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Public Works</li> <li>● Economic Adjustment Assistance</li> <li>● Technical Assistance</li> <li>● Partnership Planning</li> <li>● Research and Evaluation</li> <li>● Trade Adjustment Assistance</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Bureau of Economic Analysis</li> </ul>

#### STRATEGIC OBJECTIVE 1.4

Bureau	Program
ITA	<ul style="list-style-type: none"> <li>● Enforcement and Compliance</li> <li>● Industry and Analysis</li> <li>● Global Markets</li> </ul>

### STRATEGIC GOAL 2: INNOVATION

#### STRATEGIC OBJECTIVE 2.1

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Advanced Manufacturing Technology Consortia</li> <li>● National Network for Manufacturing Innovation</li> <li>● Laboratory Programs</li> </ul>

#### STRATEGIC OBJECTIVE 2.2

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Hollings Manufacturing Extension Partnership</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Public Works</li> <li>● Economic Adjustment Assistance</li> <li>● Technical Assistance</li> <li>● Partnership Planning</li> <li>● Regional Innovation Strategies</li> <li>● Research and Evaluation</li> <li>● Trade Adjustment Assistance</li> </ul>
MBDA	<ul style="list-style-type: none"> <li>● Minority Business Public Private Partnerships Program</li> </ul>

#### STRATEGIC OBJECTIVE 2.3

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Laboratory Programs</li> <li>● Special Programs and Standards Coordination</li> <li>● Wireless Innovation (WIN) Fund</li> </ul>
NTIA	<ul style="list-style-type: none"> <li>● Domestic and International Policies</li> <li>● Spectrum Management</li> <li>● Broadband Technology Opportunities Program</li> <li>● FirstNet</li> </ul>

- USPTO
- Patents
  - Trademarks

**STRATEGIC OBJECTIVE 2.4**

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Hollings Manufacturing Extension Partnership</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Public Works</li> <li>● Economic Adjustment Assistance</li> <li>● Technical Assistance</li> <li>● Partnership Planning</li> <li>● Regional Innovation Strategies</li> <li>● Research and Evaluation</li> <li>● Trade Adjustment Assistance</li> </ul>
Census	<ul style="list-style-type: none"> <li>● Longitudinal Employer Household Dynamics (LEHD)</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> </ul>

**STRATEGIC OBJECTIVE 2.5**

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Laboratory Programs</li> <li>● Special Programs and Standards Coordination</li> <li>● Corporate Services</li> <li>● Construction and Major Renovations</li> <li>● Working Capital Fund</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Public Works</li> <li>● Economic Adjustment Assistance</li> <li>● Technical Assistance</li> <li>● Partnership Planning</li> <li>● Research and Evaluation</li> <li>● Trade Adjustment Assistance</li> <li>● Regional Innovation Strategies</li> </ul>
USPTO	<ul style="list-style-type: none"> <li>● Patents</li> <li>● Trademarks</li> </ul>

**STRATEGIC GOAL 3: ENVIRONMENT**

**STRATEGIC OBJECTIVE 3.1**

Bureau	Program
NOAA	<ul style="list-style-type: none"> <li>● National Environmental Satellite Data and Information Service-Environmental Satellite Observation Systems</li> <li>● National Environmental Satellite Data and Information Service-National Environmental Information</li> <li>● Office National Environmental Satellite Data and Information Service-Systems Acquisition</li> <li>● National Environmental Satellite Data and Information Service-Construction</li> <li>● National Ocean Service-Navigation, Observations, and Positioning</li> <li>● National Ocean Service-Coastal Science and Assessment</li> <li>● National Ocean Service-Ocean and Coastal Management and Services</li> <li>● National Marine Fisheries Service-Fisheries Research and Management</li> <li>● National Marine Fisheries Service-Habitat Conservation and Restoration</li> <li>● National Marine Fisheries Service-Protected Species Research and Management</li> <li>● National Marine Fisheries Service-Other Activities Supporting Fisheries</li> <li>● National Weather Service-Observations</li> <li>● National Weather Service-Central Processing</li> <li>● National Weather Service-Analyze, Forecast and Support</li> <li>● National Weather Service-Dissemination</li> <li>● National Weather Service-Science and Technology Integration</li> <li>● Oceanic and Atmospheric Research-Climatic Research</li> <li>● Oceanic and Atmospheric Research-Weather and Air Chemistry Research</li> <li>● Oceanic and Atmospheric Research-Oceans, Coastal, and Great Lakes Research</li> <li>● Oceanic and Atmospheric Research-Innovative Research and Technology</li> <li>● Oceanic and Atmospheric Research-Systems Acquisitions</li> <li>● Office of Marine and Aviation Operations</li> </ul>
NIST	<ul style="list-style-type: none"> <li>● Laboratory Programs</li> <li>● Standards Coordination and Special Programs</li> </ul>

**STRATEGIC OBJECTIVE 3.2**

Bureau	Program
NOAA	<ul style="list-style-type: none"> <li>● National Weather Service-Observations</li> <li>● National Weather Service-Central Processing</li> <li>● National Weather Service-Analyze, Forecast and Support</li> <li>● National Weather Service-Dissemination</li> <li>● National Weather Service-Science and Technology Integration</li> <li>● National Weather Service-Systems Acquisition</li> <li>● National Weather Service-Construction</li> <li>● National Environmental Satellite Data and Information Service-Environmental Satellite Observation Systems</li> <li>● National Environmental Satellite Data and Information Service-Data Center and Information Services</li> <li>● National Environmental Satellite Data and Information Service-Systems Acquisition</li> <li>● National Ocean Service-Navigation, Observations, and Positioning</li> <li>● National Ocean Service-Coastal Science and Assessment</li> <li>● National Ocean Service-Ocean and Coastal Management and Services</li> <li>● Oceanic and Atmospheric Research-Climate Research</li> <li>● Oceanic and Atmospheric Research-Weather and Air Chemistry Research</li> <li>● Oceanic and Atmospheric Research-Oceans, Coastal, and Great Lakes Research</li> <li>● Oceanic and Atmospheric Research-Innovative Research and Technology</li> <li>● Office of Marine and Aviation Operations</li> <li>● Program Support-Corporate Services</li> </ul>
Census	<ul style="list-style-type: none"> <li>● Longitudinal Employer Household Dynamics (LEHD)</li> </ul>

**STRATEGIC OBJECTIVE 3.3**

Bureau	Program
NOAA	<ul style="list-style-type: none"> <li>● National Weather Service-Operations and Research</li> <li>● National Weather Service-Systems Acquisition</li> <li>● National Ocean Service-Navigation, Observations, and Positioning</li> <li>● National Ocean Service-Coastal Science and Assessment</li> <li>● National Ocean Service-Ocean and Coastal Management and Services</li> <li>● National Ocean Service-Acquisition</li> <li>● National Ocean Service-Construction</li> <li>● National Marine Fisheries Service-Protected Species Research and Management</li> <li>● National Marine Fisheries Service-Habitat Conservation and Restoration</li> <li>● Oceanic and Atmospheric Research-Ocean, Coastal, and Great Lakes Research</li> <li>● Oceanic and Atmospheric Research-Climate Research</li> <li>● National Environmental Satellite Data and Information Service-Data Center and Information Services</li> <li>● Office of Marine and Aviation Operations</li> </ul>
NIST	<ul style="list-style-type: none"> <li>● Laboratory Programs</li> <li>● Standards Coordination and Special Programs</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Public Works</li> <li>● Economic Adjustment Assistance</li> <li>● Technical Assistance</li> <li>● Partnership Planning</li> <li>● Research and Evaluation</li> <li>● Trade Adjustment Assistance</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> </ul>
Census	<ul style="list-style-type: none"> <li>● Longitudinal Employer Household Dynamics (LEHD)</li> </ul>

**STRATEGIC OBJECTIVE 3.4**

Bureau	Program
NOAA	<ul style="list-style-type: none"> <li>● National Marine Fisheries Service-Protected Species Research and Management</li> <li>● National Marine Fisheries Service-Fisheries Research and Management</li> <li>● National Marine Fisheries Service-Habitat Conservation and Restoration</li> <li>● National Marine Fisheries Service-Enforcement and Observers</li> <li>● National Marine Fisheries Service-Other Activities Supporting Fisheries</li> <li>● National Marine Fisheries Service-Pacific Coastal Salmon Recovery Fund</li> <li>● Office of Marine and Aviation Operations</li> <li>● National Ocean Service-Ocean and Coastal Management and Services</li> <li>● National Ocean Service-Acquisition</li> <li>● National Ocean Service-Construction</li> <li>● Oceanic and Atmospheric Research-Ocean, Coastal, and Great Lakes Research</li> </ul>

**STRATEGIC OBJECTIVE 3.5**

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Laboratory Programs</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> </ul>
ITA	<ul style="list-style-type: none"> <li>● Industry and Analysis</li> </ul>
NOAA	<ul style="list-style-type: none"> <li>● Oceanic and Atmospheric Research-Climate Research</li> <li>● Oceanic and Atmospheric Research-Ocean, Coastal, and Great Lakes Research</li> <li>● National Marine Fisheries Service-Fisheries Research and Management</li> <li>● Program Support-Corporate Services</li> <li>● National Weather Service-Operations and Research</li> <li>● National Environmental Satellite, Data and Information Service-National Environmental Information Office</li> <li>● National Ocean Service-Navigation, Observations and Positioning</li> <li>● National Ocean Service-Ocean and Coastal Management and Services</li> <li>● National Ocean Service-Coastal Science and Assessment</li> </ul>

**STRATEGIC GOAL 4: DATA**

**STRATEGIC OBJECTIVE 4.1**

Bureau	Program
NIST	<ul style="list-style-type: none"> <li>● Standards Coordination and Special Programs</li> <li>● Laboratory Programs</li> <li>● National Network for Manufacturing Innovation</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> <li>● Bureau of Economic Analysis</li> </ul>
Census	<ul style="list-style-type: none"> <li>● Current Surveys and Statistics</li> </ul>
NTIS	<ul style="list-style-type: none"> <li>● Information Clearinghouse Programs</li> </ul>
NOAA	<ul style="list-style-type: none"> <li>● Global Services</li> <li>● National Climate</li> </ul>
ITA	<ul style="list-style-type: none"> <li>● Global Markets</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Technical Assistance Grants</li> </ul>

**STRATEGIC OBJECTIVE 4.2**

Bureau	Program
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> <li>● Bureau of Economic Analysis</li> </ul>
Census	<ul style="list-style-type: none"> <li>● Current Surveys and Statistics</li> <li>● Economic Statistics Programs</li> <li>● Demographic Statistics Programs</li> </ul>
NTIS	<ul style="list-style-type: none"> <li>● Information Clearinghouse Programs</li> </ul>
ITA	<ul style="list-style-type: none"> <li>● Market Access and Compliance</li> <li>● Global Markets</li> <li>● Industry and Analysis</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Partnership Planning Grants</li> <li>● Economic Adjustment Assistance Grants</li> <li>● Public Works Grants</li> </ul>
BIS	<ul style="list-style-type: none"> <li>● Export Enforcement</li> </ul>

**STRATEGIC OBJECTIVE 4.3**

Bureau	Program
ESA	<ul style="list-style-type: none"> <li>● Policy Support</li> <li>● Bureau of Economic Analysis</li> </ul>
Census	<ul style="list-style-type: none"> <li>● Current Surveys and Statistics</li> <li>● Economic Statistics Programs</li> <li>● Demographic Statistics Programs</li> </ul>
NOAA	<ul style="list-style-type: none"> <li>● National Weather Service</li> </ul>
ITA	<ul style="list-style-type: none"> <li>● Global Markets</li> <li>● Industry and Analysis</li> </ul>
MBDA	<ul style="list-style-type: none"> <li>● Minority Business Development</li> </ul>
USPTO	<ul style="list-style-type: none"> <li>● Economic Research Program</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● Technical Assistance Grants</li> </ul>

**STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE****STRATEGIC OBJECTIVE 5.1**

Bureau	Program
OS	<ul style="list-style-type: none"> <li>● Executive Direction</li> <li>● Departmental Staff Services</li> <li>● Franchise Fund</li> <li>● Executive Direction (Centralized Services)</li> <li>● Departmental Staff Services (Centralized Services)</li> <li>● Office of the Inspector General</li> </ul>
BIS	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
Census	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
EDA	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
ESA	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
ITA	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
MBDA	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
NOAA	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
NTIA	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
NIST	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
NTIS	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>
USPTO	<ul style="list-style-type: none"> <li>● All Programs</li> </ul>

## APPENDIX C – EVIDENCE AND EVALUATION

### USE OF EVIDENCE AND EVALUATION

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

#### STRATEGIC GOAL 1: TRADE AND INVESTMENT

- *National Export Strategy*. Trade Promotion Coordinating Committee, 2012.
- “Regional Liberalization of Trade in Services” *The World Economy*, 2011.
- *A Profile of U.S. Importing and Exporting Companies, 2010-2011*. U.S. Census Bureau, April 2013.
- *National Export Initiative. U.S. and Foreign Commercial Service Should Improve Performance and Resource Allocation Management* (GAO-11-909). U.S. Government Accountability Office, September 2011.
- *Fostering SMEs’ Participation in Global Markets: Final Report*. Organization for Economic Co-operation and Development, April 2013.
- *U.S. FDI Competitiveness Report: Revival of the United States as an Economic Powerhouse*. Investment Consulting Associations, October 2011.
- *Survey of U.S. Subsidiaries of Foreign-Owned Firms*. BEA, 2013.
- *Antidumping and Countervailing Duties: Key Challenges to Small and Medium-Sized Enterprises; Pursuit of the Imposition of Trade Remedies* (GAO-08-391). U.S. Government Accountability Office, June 2013.
- *Antidumping and Countervailing Duties: Management Enhancements Needed to Improve Efforts to Detect and Deter Duty Evasions* (GAO-12-551). U.S. Government Accountability Office, May 2012.

#### STRATEGIC GOAL 2: INNOVATION

- *Visiting Committee on Advanced Technology (VCAT) 2012 Annual Report*. VACT, February 2013.
- *Report to the President on Ensuring American Leadership in Advanced Manufacturing*. President's Council of Advisors on Science and Technology (PCAST), June 2011.
- *National Network for Manufacturing Innovation: A Preliminary Design*. National Science and Technology Council, January 2013.
- *Manufacturing Extension Partnership: Making and Impact on U.S. Manufacturing*. NIST, 2013.
- *Exploring the Digital Nation: America's Emerging Online Experience*. NTIA and ESA, June 2013.
- *Plan and Timetable to Make Available 500 Megahertz of Spectrum for Wireless Broadband*. NTIA, October 2010.
- *Copyright Policy, Creativity, and Innovation in the Digital Economy*. Internet Policy Task Force, July 2013.
- *Preliminary Cyber Security Framework*. NIST, February 2013.
- Construction Grants Program Impact Assessment Report. Grant Thornton, September 2008. (validation of the 1997 “Rutgers Study”)
- *Spectrum Management: Federal Government's Use of Spectrum and Preliminary Information on Spectrum Sharing* (GAO-12-1018T). U.S. Government Accountability Office, September 2012.

- *Information Resellers: Consumer Privacy Framework Needs to Reflect Changes in Technology and the Marketplace* (GAO-13-663). U.S. Government Accountability Office, September 2013.
- *A Review of the Manufacturing-related Programs at the National Institute of Standards and Technology, FY 2012*. National Research Council of the National Academies, 2012.
- *NIST Economic Impact Studies*. NIST, 2009-2013.

### STRATEGIC GOAL 3: ENVIRONMENT

- *National Environmental Satellite, Data, and Information Service Independent Review Team Report*. NOAA, July 2012.
- *In the Nation's Best Interest: Making the Most of NOAA's Science Enterprise*. NOAA Science Advisory Board, March 2013.
- *A National Strategy for Advancing Climate Modeling*. National Research Council of the National Academies, 2012.
- *National Weather Service Weather-Ready Nation Roadmap*. NOAA, April 2013.
- *Forecast for the Future: Assuring the Capacity of the National Weather Service*. National Academy of Public Administration, May 2013.
- *Economic Impact of Hurricane Sandy Potential Economic Activity Lost and Gained in New Jersey and New York*. ESA, September 2013.
- *Disaster Resilience: A National Imperative*. The National Academies, 2012.
- *Final Report — Review of NOAA Fisheries Enforcement Programs and Operations*. Office of the Inspector General, September 2010.
- *Evaluating the Effectiveness of Fish Stock Rebuilding Plans in the United States*. National Research Council of the National Academies, 2013.
- *An Inventory of Ecosystem Service Valuation Studies*. NOAA, May 2013.

- *Measuring the Green Economy*. ESA, April 2010.
- *Vision and Model for NOAA and Private Sector Collaboration in a National Climate Services Enterprise*. NOAA Science Advisory Board, October 2011.

### STRATEGIC GOAL 4: DATA

- *Open Data: Unlocking innovation and performance with liquid information*. McKinsey Global Institute, October 2013.
- "Datafication—Reflects the Past and Drives the Future: A Revolution That is Changing How We Live, Work, Think..." *BizShifts-Trends*, June 2013.
- *Big Data: The next frontier for innovation, competition, and productivity*. McKinsey Global Institute, May 2011.
- *Open Data Policy - Managing Information as an Asset*. White House Policy Memo, May, 2013.

### STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE

- *Baldrige Criteria for Performance Excellence*. NIST, 2013.
- *Top Management Challenges Facing the Department of Commerce*. Office of the Inspector General, 2013.
- *The New Federal Performance System: Implementing the GPRA Modernization Act*. Donald Moynihan, 2013.

## NEXT STEPS IN BUILDING EVALUATION CAPACITY AND FUTURE EVALUATIONS

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

### STRATEGIC GOAL 1: TRADE AND INVESTMENT

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

### STRATEGIC GOAL 2: INNOVATION

- Review and evaluation of NIST manufacturing-related programs by the National Research Council of the National Academies.
- Manufacturing Extension Partnership Advisory Board (MEPAB)'s review and guidance from industrial extension customers and providers who have a vision of industrial extension with a national scope.
- Analysis of spectrum reallocation options and Commerce Spectrum Management Advisory Committee (CSMAC) review and advice.
- Review of Cybersecurity Framework engagement with critical infrastructure owners/operators and related federal agencies.
- Analysis of detailed impacts of broadband grants projects to inform future broadband initiatives.
- An analysis of resources and demand drivers for the NTIA Center for Advanced Communications conducted by the National Academy of Sciences.
- Annual technical assessments of the scientific impact of selected NIST laboratories by National Research Council of the National Academies.

### STRATEGIC GOAL 3: ENVIRONMENT

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

### STRATEGIC GOAL 4: DATA

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

### STRATEGIC GOAL 5: OPERATIONAL EXCELLENCE

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

## APPENDIX D – PRIORITY GOALS

### AGENCY PRIORITY GOALS

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

### CROSS-AGENCY PRIORITY GOALS

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



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