



U.S. Department of Commerce

FISCAL YEAR **2022-2024** FISCAL YEAR

ANNUAL PERFORMANCE
REPORT

ANNUAL PERFORMANCE
PLAN

Innovation, Equity, and Resilience
Strengthening American
Competitiveness in the 21st Century



DEPARTMENT AT A GLANCE

HISTORY AND ENABLING LEGISLATION

The Department of Commerce (DOC) was originally established by Congressional Act on February 14, 1903, as Commerce and Labor (32 Stat. 826; 5 U.S.C. 591) and was subsequently renamed the U.S. Department of Commerce by President William H. Taft on March 4, 1913 (15 U.S.C. 1512). The defined role of the new Department was “to foster, promote, and develop the foreign and domestic commerce, the mining, manufacturing, and fishery industries of the United States.”

LOCATION

Commerce is headquartered in Washington, D.C., at the Herbert Clark Hoover Building, which is located on eight acres of land covering three city blocks. Commerce also has field offices in all states and territories and maintains offices in more than 86 countries worldwide.

BUDGET AUTHORITY

Commerce’s FY 2022 enacted budget authority was approximately \$9.9 billion.

WEBSITE

Commerce’s Internet address is <https://www.commerce.gov/>

MISSION

The Department of Commerce’s mission is to create the conditions for economic growth and opportunity for all communities.

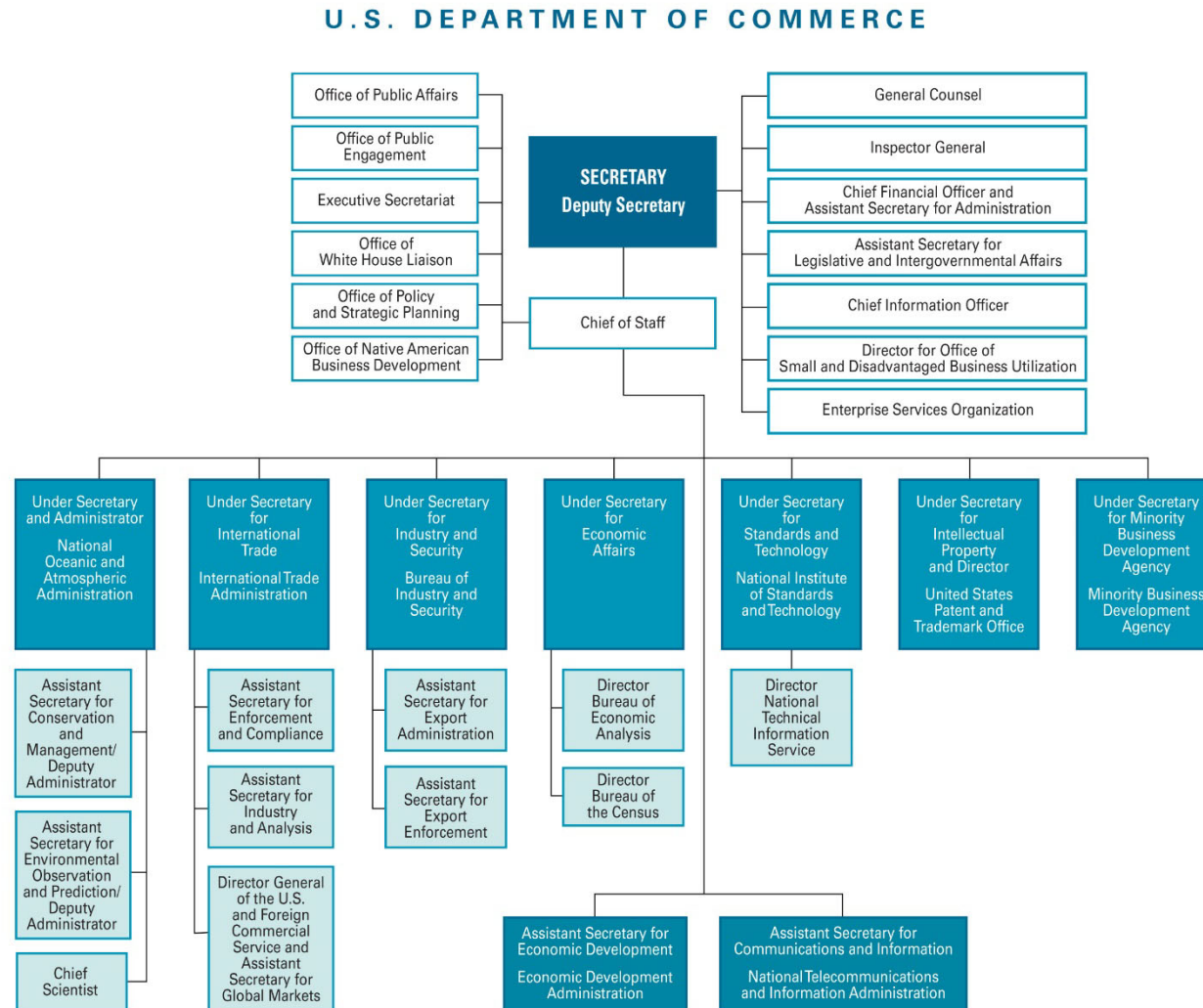
VALUES

The following four core values lay the foundation to support the Department in upholding its mission: Service, Passion, Respect, Equity.

HEADQUARTERS OFFICES AND BUREAUS

- Office of the Secretary (OS)
- Office of Inspector General (OIG)
- Bureau of Economic Analysis (BEA)
- Bureau of Industry and Security (BIS)
- Census Bureau
- Economic Development Administration (EDA)
- 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)
- Office of the Under Secretary for Economic Affairs (OUSEA)
- U.S. Patent and Trademark Office (USPTO)

ORGANIZATIONAL STRUCTURE



BACKGROUND ON STRATEGIC PLANNING AND REQUIRED REPORTING

Consistent with Government Performance and Results Act (GPRA) and the Modernization Act of 2010 (GPRAMA) requirements, the Secretary of Commerce issued a 2022 – 2026 Strategic Plan with the FY 2023 President’s Budget in accordance with the Administrations priorities, GPRAMA, and the policies and timetable established by the Office of Management and Budget (OMB).

Prior to FY 2014, agencies developed and published strategic plans on different schedules. Synchronizing plans promoted coordination and collaboration among Federal agencies. Further, OMB facilitated a multi-agency view by regularly convening agency representatives to discuss plans as they evolved.

Developed by the political and career leadership in collaboration with representatives across all bureaus, Commerce’s 2022 – 2026 Strategic Plan includes strategic goals and objectives, Agency Priority Goals, strategies, key performance indicators (KPIs), and learning agenda questions in line with guidance from the Secretary and the Office of Strategic Planning and Policy. The strategic plan’s structure, content, and emphasis are in line with the priorities of the Secretary and the White House. For example, the Strategic Plan, and related Learning Agenda, incorporate priorities listed in the President’s Management Agenda (PMA) and Executive Orders signed during the first year of the Administration.

This Annual Performance Plan and Report (APPR) document serves two purposes. First, the Performance Report, provides detailed performance information on the results achieved during FY 2022. Second, the Performance Plan sets KPI targets for the next two fiscal years. These targets represent the level of performance that core Department programs seek to achieve in the future. Key performance indicators and targets are aligned to the Strategic Objectives in Commerce’s strategic plan. Commerce’s APPR will be sent to Congress with the President’s Budget. It will report all finalized KPI results for FY 2022 and set finalized targets for FY 2023 and FY 2024 considering the FY 2024 President’s Budget and the 2022 – 2026 Strategic Plan. The Department’s prior APPRs are posted on www.Performance.gov for public view.

PROCESS FOR MONITORING PROGRESS

Each spring, the Department conducts its Annual Strategic Review (ASR) with the Deputy Secretary. The ASR process includes deliberations by multi-bureau Strategic Objective implementation teams. These team meetings foster learning and inform revisions to strategies and performance indicators. In the spring of 2022, Commerce conducted the FY 2022 ASR and delivered findings to OMB in June. The FY 2023 ASR process will begin in April 2023.

Bureau key performance indicator review processes vary in approach and schedule but are systematic. Data on mission support metrics and initiatives (e.g., Human Resources, Acquisition, Financial Management, etc.) are tracked on various online dashboards and typically reviewed monthly by the various CXOs (e.g., Chief Financial Officer, Chief Human Capital Officer, Chief Acquisition Officer, and Chief Information Officer).

Introduction

ADVANCING PERFORMANCE MANAGEMENT FOR THE DATA-DRIVEN ERA

As a premier Federal statistical agency, Commerce is striving to lead the way to improve how data is made more easily accessible and useful for the American public. Consistent with the Foundations for Evidence-Based Policymaking Act's (Evidence Act) imperatives for data accessibility, the Department of Commerce maintains [Commerce Performance Data Pro](#), a website that provides the American public an interactive online tool for learning more about Commerce, its strategic objectives, and the progress Commerce is making. This website is an excellent example of how the Federal Government is making performance data more easily accessible and useful for the public.

SEEING OUR IMPACT IS MUCH EASIER

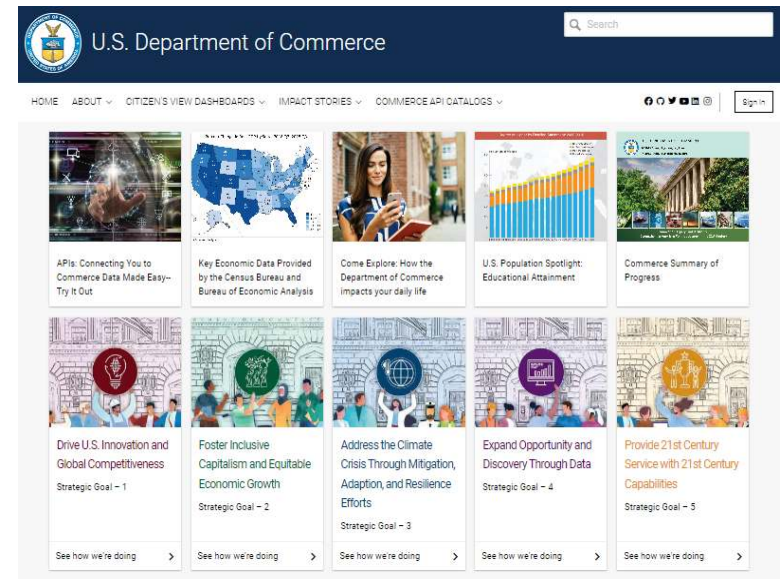
By using [Commerce Performance Data Pro](#), the American public can easily understand the progress Commerce is making by exploring Commerce **Impact Stories** and interacting with the **Citizen's View Dashboards**, charts, key performance indicators, and featured datasets. Researchers, businesses, and interested citizens, will appreciate the website's engaging stories and data about Commerce's programs that impact daily life. Users can interact with performance data, monitor Commerce's efforts to strengthen the U.S. economy, and learn more about efforts to improve many critical services.

The website provides citizens who are interested in the Department of Commerce and want information on its progress with the following tools and capabilities:

- Featured Commerce **Impact Stories** about our focus areas and new strategic initiatives
- **Citizen's View Dashboards** that summarize progress on the strategic plan and show each bureau's performance
- Access to almost 200 **KPI Insights** tiles that measure program results
- Ability to connect directly to datasets using an Application Programming Interface (API)

ENABLING LEARNING AND IMPROVEMENT

Using metadata to assign Commerce's KPIs to Strategic Objectives, Program Activities, and Bureaus, [Commerce Performance Data Pro](#) provides insight into how the Strategic Plan is executed. The website enables data analysis through interactive charts and graphs. The standard dashboards and charts reveal patterns and trends that make key insights obvious to viewers. The website's analytic capabilities, interactive open data, and ease of use directly support Commerce's increased use of program impact and performance data in decision making.



AGENCY PRIORITY GOALS

The GPRAMA requires agencies to establish Agency Priority Goals (APG). APGs set two-year targets for initiatives that can drive substantial progress and would benefit from a focused, well-orchestrated sprint. Most major Federal departments have three to five APGs that are selected by top leadership and approved by OMB. Quarterly key performance indicator data on APGs are also posted to www.Performance.gov.

As part of the 2022 – 2026 Strategic Planning process, Commerce developed and is implementing three APGs for FY 2022 – FY 2023. In accordance with guidance from OMB, the Department of Commerce is collaborating with the U.S. Department of Agriculture on a Joint Agency Priority Goal related to Broadband. The Department's FY 2022 – FY 2023 APGs are:

- **Ensure all Americans have access to high-speed, affordable broadband:** By September 30, 2023, the Departments of Agriculture and Commerce will expand affordable and reliable access to broadband service by funding projects, which when completed, will provide at least 550,000 households with reliable and affordable access to high quality internet service. Both agencies will make investments in broadband infrastructure and related activities, conduct outreach, and provide technical assistance, in coordination with applicable Federal agencies, to promote American household accessibility to affordable, reliable, high-speed internet service.
- **Increase conservation of America's coastal land and waters:** By September 30, 2023, in support of the America the Beautiful initiative, NOAA will advance formal designation or expansion processes to conserve at least 590,000 square miles of additional coastal and marine habitats as National Marine Sanctuaries or National Estuarine Research Reserves (NERRs) to help ensure that nationally significant resources provide economic, social, and environmental benefits for future generations.
- **Strengthen the global competitiveness of American businesses:** By September 30, 2023, in support of expanding the global footprint of American small and medium-sized enterprises (SMEs) and enhancing its accessibility and assistance to businesses in underserved communities, the International Trade Administration will accelerate its digital transformation to double the annual number of clients assisted from 38,000 in FY 2020 to 76,000 in FY 2023, with a particular focus on SMEs and the Nation's underserved communities.

KEY TERMS AND DEFINITIONS IN THE STRATEGIC PLAN AND APPR

The U.S. Department of Commerce Strategic Plan is organized by Strategic Goals, Strategic Objectives, Strategies, and Key Performance Indicators. This strategic planning structure follows the standardized **Federal Performance Framework** established in guidance from OMB and is used to organize content in all Federal agencies' APPRs.

Within this APPR, a standardized table is used to show results and targets for key performance indicators for each strategic objective. It is noted if a key performance indicator is new and whether baseline values are established. N/A indicates that data is not available. If needed, an explanation of targets is provided. The targets are typically set based on funding levels requested in the President's Budget. Although not included in the APPR, all bureau GPRA key performance indicator results and targets are provided in the bureau backup appendices that are part of the Department of Commerce FY 2024 Congressional Budget Justification document.

The following defines terms that are fundamental to the Commerce Strategic Plan and APPR:

Strategic Goal – Includes the goal statement and goal overview. The highest-level statement of aim or purpose that is included in the strategic plan. The strategic goals articulate the broad categories of action that Commerce will take to advance its mission.

Strategic Objective (SO) – Includes the objective statement and the objective overview. This plan's 23 strategic objectives are the primary unit for strategic analysis and decision-making. Strategic objectives state the outcomes or management impacts Commerce is trying to achieve.

Strategy – Represents key approaches, initiatives, and tactics that will be pursued to advance the related strategic objective.

Key Performance Indicator (KPI) – A key performance measure used to track progress toward achieving a strategic objective. Commerce measures and monitors the trend for these indicators.

Target – A quantifiable level of achievement that is planned for a measure of Strategic Objective progress.

KPI Status – The actual level of achievement that is realized for each KPI. The status can be marked as exceeded, met, or not met. Unless otherwise noted, a KPI's status is considered Exceeded when the actual is over 100% of the target; Met when the actual is between 90-100% of the target; and Not Met when the actual is less than 90% of the target.

Baseline Value – A key performance indicator's level over one or more time periods to assess the appropriate level for future performance targets.

Evidence – The information used to formulate goals, objectives, and strategies in this plan. Evidence can be quantitative or qualitative and may include, but is not limited to performance measurement, research studies, evaluations, statistical data series, survey information, and data analytics.

SUMMARY OF STRATEGIC GOALS AND OBJECTIVES

The following progress chart summarizes the status of the strategic goals and objectives established in the 2022 – 2026 Strategic Plan. The complete strategic plan can be accessed online at: <https://www.commerce.gov/about/strategic-plan>.

Strategic Goal	Strategic Objectives	FY 2022 Status
Goal 1 – Drive U.S. Innovation and Global Competitiveness	1.1 - Revitalize U.S. manufacturing and strengthen domestic supply chains	On Track
	1.2 - Accelerate the development, commercialization, and deployment of critical and emerging technologies	On Track
	1.3 - Increase international cooperation and commerce	Noteworthy Progress
	1.4 - Protect national security interests and enforce trade rules	On Track
	1.5 - Promote accessible, strong, and effective intellectual property rights to advance innovation, creativity, and entrepreneurship	On Track
	1.6 - Improve the Nation’s cybersecurity and protect Federal Government networks	On Track
	1.7 - Advance U.S. leadership in the global commercial space industry	On Track
Goal 2 – Foster Inclusive Capitalism and Equitable Economic Growth	2.1 - Drive equitable, resilient, place-based economic development and job growth	On Track
	2.2 - Build sustainable, employer-driven career pathways to meet employers’ need for talent and to connect Americans to quality jobs	On Track
	2.3 - Advance entrepreneurship and high-growth small and medium-sized enterprises	On Track
	2.4 - Expand affordable, high-quality broadband to every American	On Track
Goal 3 – Address the Climate Crisis through Mitigation, Adaptation, and Resilience efforts	3.1 - Increase the impact of climate data and services for decisionmakers through enhanced service delivery and improved weather, water, and climate forecasts	Noteworthy Progress
	3.2 - Strengthen coastal resilience and advance conservation and restoration of lands and waters for current and future generations	On Track
	3.3 - Accelerate development and deployment of clean technologies	On Track
	3.4 - Embed climate considerations across Department programs	On Track
Goal 4 – Expand Opportunity and Discovery through Data	4.1 - Implement evidence-based decision making within the Department of Commerce to increase program and policy impact	Focus Area for Improvement
	4.2 - Modernize economic and demographic statistics to better meet business, policymaker, and community needs	Noteworthy Progress
	4.3 - Improve Commerce data usability and advance ethical, responsible, and equitable data practices	On Track
Goal 5 – Provide 21st Century Service with 21st Century Capabilities	5.1 - Effectively implement new Department of Commerce authorities and investments	On Track
	5.2 - Optimize workforce and diversity, equity, and inclusion practices	Focus Area for Improvement
	5.3 - Equitably deliver exceptional customer experience	On Track
	5.4 - Make Department facilities and operations more sustainable and efficient	On Track
	5.5 - Modernize mission support processes and infrastructure	On Track

DEPARTMENT OF COMMERCE FY 2022 ACCOMPLISHMENTS

On December 30, 2022, the U.S. Secretary of Commerce issued a statement highlighting key accomplishments at the Department of Commerce during FY 2022. The U.S. Department of Commerce also released a [series of blog posts](#) highlighting specific accomplishments from each of the bureaus. Key Department of Commerce accomplishments during 2022 include but are not limited to:

- The Economic Development Administration awarded \$3 billion in American Rescue Plan funding. (EDA)
- The National Institute of Standards and Technology launched the Creating Helpful Incentives to Produce Semiconductors (CHIPS) Program and Research & Development Offices. (NIST)
- The National Telecommunications and Information Administration awarded billions of dollars in funding to states, territories, and Tribal communities to close the digital divide. (NTIA)
- The Bureau of Industry and Security took decisive action through export controls to hold Russia accountable for its unwarranted aggression. (BIS)
- The National Oceanic and Atmospheric Administration took action to build a climate-ready nation. (NOAA)
- The National Oceanic and Atmospheric Administration launched the Bipartisan Infrastructure Law (BIL) investments to award projects to support Climate-Ready Coasts through coastal resilience and habitat restoration; and climate data and services to protect the environment while creating economic development and good-paying jobs. NOAA also collaborated with partners to develop climate and equity services in underserved communities by building regional pilot projects across the country to co-develop effective and innovative new climate solutions. (NOAA)
- The International Trade Administration launched the Indo-Pacific Economic Framework for Prosperity. (ITA)
- The International Trade Administration (ITA) assisted over 51,000 clients worldwide and facilitated \$174 billion in U.S. exports and inward investment supporting over 625,000 American jobs. ITA also successfully resolved 38 trade agreement compliance cases to ensure that U.S. trading partners complied with their trade agreement obligations. (ITA)
- The Minority Business Development Agency launched its new Capital Readiness program with nearly \$100 million in funding from Treasury's State Small Business Credit Initiative to lift-up underserved business owners and entrepreneurs. (MBDA)
- The Bureau of Economic Analysis harmonized annual updates of national GDP, industry GDP, and state GDP, providing the American public with a more timely and comprehensive picture of the U.S. economy. These annual GDP updates were released together at the end of September. (BEA)
- The Census Bureau released new products to measure business adoption of nascent technologies like machine learning, robotics, automation, and artificial intelligence as well as indirectly measure the impact on employment and productivity. (Census Bureau)
- The Census Bureau improved the capacity of the Demographic High Frequency Data Program by expanding the survey team and developing a plan for rolling out a newly redesigned Household Pulse Survey (HPS). (Census Bureau)
- The National Telecommunications and Information Administration awarded \$1.6 billion in funding to states, territories, and tribal communities to close the digital divide. (NTIA)
- The FirstNet Authority made significant progress for nationwide public safety broadband coverage and capacity with the FirstNet Network now serving over 21,000 public safety agencies and more than 3.6 million FirstNet devices. (NTIA)

Department of Commerce FY 2022 Accomplishments

- The Department of Commerce (DOC) developed and initiated the implementation of a Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan, in accordance with Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce; re-structured the DOC DEIA Council to include representatives from all bureaus, with responsibility for implementing the 205 DEIA-related actions; and hired a Chief Diversity Officer, at the Senior Executive Service level, who is responsible for the execution and progress of the DEIA Strategic Plan, ensuring the associated activities are tracked, measured and reported. (OS-OCR)
- The Office of Human Resources Management facilitated the first annual DOC Human Capital (HC) Leadership Summit where HC leaders developed detailed action plans to drive progress on four strategic priorities: Strengthening Customer Experience, Building a Diverse Workforce, Elevating Employee Experience, and Leveraging Data as a Strategic Asset. (OS-OHRM)
- Enterprise Services awarded 62% of contracted dollars to Small Businesses and 41% to Small Disadvantaged Businesses in Fiscal Year 2022, exceeding DOC goals of 45% and 20% respectively. Enterprise services also exceeded small business goals for all other subcategories of small business including 8(a), Women Owned Small Business, HUBZone, Veteran Owned Small Business, and Service-Disabled Veteran Owned Small Business. Enterprise Services' strategic sourcing purchases resulted in cost avoidance of approximately \$100 million. (OS-ES)
- Commerce awarded 25.7% of contract dollars to Small Disadvantaged Businesses and 49.6% of contract dollars to Small Businesses in FY 2022. (OS-OAM)
- The Office of the Chief Information Officer (OCIO) won the "Most Improved" award for demonstrating Federal IT excellence on the latest "FITARA 15.0 Scorecard" for achievement in and an ongoing commitment to advancing modernization initiatives. FITARA activities and progress are assessed on a bi-annual basis by the House Oversight and Accountability Committee's Subcommittee on Cybersecurity, Information Technology, and Government Innovation. OCIO implemented a comprehensive and strategic DOC-wide FITARA program across the organization to include a strong partnership with bureaus, the Office of Acquisition Management (OAM), and the CFO. (OS-OCIO)
- Launched the [Women's Entrepreneurship \(WE\)](#) initiative to inspire and empower more women leaders to power the economy through entrepreneurship. (USPTO)
- Worked with key partners such as the National Inventors Hall of Fame to deliver [invention education programs](#) to more than 250,000 students nationwide, with more than 70% of the students receiving financial assistance as a result of our partnership. (USPTO)

CARES AND ARP ACT IMPLEMENTATION

On March 27, 2020, Congress enacted the Coronavirus Aid, Relief, and Economic Security Act, Pub. L. 116-136 (CARES Act). The CARES Act appropriated nearly \$2 billion in supplemental funds to the Department of Commerce’s following four bureaus:

Bureau	Amount Allocated	Admin Expenses	Budgetary Resources	Amount Obligated as of September 30, 2022 ¹	Amount Outlayed as of September 30, 2022 ¹
Economic Development Administration (EDA)	\$1.5 billion	\$33 million	\$1.467 billion	\$1.467 billion 100%	\$832.37 million 56.74%
National Oceanic and Atmospheric Administration (NOAA)	\$320 million	\$2.1 million	\$317.9 million	\$317.8 million 99.97%	\$311.18 million 97.91%
National Institute of Standards and Technology (NIST)	\$66 million	\$1.06 million	\$64.94 million	\$64.94 million 100%	\$64.31 million 99.03%
Minority Business Development Agency (MBDA)	\$10 million	--	\$10 million	\$10 million 100%	\$9.73 million 97.3%

OMB Memorandum [M-20-21](#), Implementation Guidance for Supplemental Funding Provided in Response to the Coronavirus Disease 2019 directed agencies that received CARES Act appropriations to leverage and employ existing financial transparency and accountability mechanisms where possible.

On March 11, 2021, Congress enacted the American Rescue Plan Act, Pub. L. 117-2 (ARP Act). The ARP Act appropriated over \$3 billion in supplemental funds to the following Department of Commerce bureaus:

Bureau	Amount Allocated	Admin Expenses	Budgetary Resources	Amount Obligated as of September 30, 2022 ¹	Amount Outlayed as of September 30, 2022 ¹
Economic Development Administration (EDA)	\$3 billion	\$60 million	\$2.940 billion	\$2.939.87 billion 100%	\$49.84 million 1.70%
National Institute of Standards and Technology (NIST)	\$150 million	\$2.44 million	\$147.56 million	\$147.56 million 100%	\$15.16 million 10.28%

¹ When calculating Percent Obligated and Percent Outlayed, the amount used for the denominator is Budgetary Resources, which is the Amount Allocated less Admin Expenses for salaries and expenses and payment to the Department’s Office of Inspector General to audit execution of funds.

OMB Memo [M-21-20](#), Promoting Public Trust in the Federal Government through Effective Implementation of the American Rescue Plan Act and Stewardship of the Taxpayer Resources, directed agencies that received ARP Act appropriations to submit implementation plans for new programs established under ARP, include ARP programs in agency equity assessments and action plans, establish detailed and accurate award descriptions to ensure accountability and transparency, and ensure robust and transparent monthly reporting of ARP funding via [USASpending.gov](#).

Commerce is making substantial progress on allocating and managing its CARES Act and ARP Act funding. All bureaus are either on schedule or ahead of schedule. An update on funding deployment and overall status is incorporated into the sections below.

EDA – CARES: \$1.5 billion; ARP: \$3 billion

CARES Act Key Progress and Accomplishments

- As of 30 September 2022, 1,239 total grants were awarded.
- As of 30 September 2022, EDA obligated 100% and outlayed 56.74% of its CARES Act funds to promote innovation and entrepreneurship, support indigenous communities, and provide support for rural communities.
 - Based on grantee estimates, these awards are expected to create or retain 161,860 jobs within nine years of the EDA investment.
- All CARES Act funds will be outlayed by 30 September 2027.
- Through FY 2022, EDA has partnered with Argonne National Labs (ANL) to evaluate the impact of EDA CARES Act funding at the regional level using grantee-reported data and third-party economic indicators.
 - ANL will recommend new metrics that better capture the impact of EDA CARES Act awards.
- EDA proactively implemented policies and procedures to safeguard against waste, fraud, or misuse of CARES Act and ARP funds.

ARP Act Key Progress and Accomplishments

- As of 30 September 2022, 780 total grants were awarded.
 - Based on grantee estimates, these awards are expected to create or retain 177,570 jobs within 9 years of the EDA investment. The Good Jobs Challenge program is also projected to place 50,000 American workers into good, high-quality jobs..
- As of 30 September 2022, EDA obligated \$2.94 billion or 100% and outlayed \$49.8 million or 1.7% of its ARP Act funding.
- In September 2022, EDA announced the 21 winning coalitions for the Build Back Better Regional Challenge, EDA's marquee ARP program which provides transformational investments to develop and strengthen regional industry clusters across the country. Each coalition received between \$23 and \$65 million to fund 123 strategic projects to advance economic strategies in 24 states.

CARES and ARP Act Implementation

NOAA – CARES: \$320 million

CARES Act Key Progress and Accomplishments

- Congress provided \$300 million to NOAA Fisheries to distribute aid to help marine fisheries affected by the COVID-19 crisis.
- As of the end of FY 2022, 6 total grants were awarded.
- As of 30 September 2022, NOAA obligated all 100% and outlayed 98.05% of its Fisheries specific CARES Act funding.
- All remaining NOAA Fisheries funds are expected to be outlayed by 31 December 2022.
- As of 30 September 2022, 2 of 29 states and territories and 24 of 31 tribes have completed their disbursements.
- The Office of the Chief Financial Officer (OCFO) was allocated \$20 million in CARES Act funding used for signage, enhanced COVID-19 testing in NOAA ships, weather equipment, cleaning NOAA facilities, and enhanced IT support for telework.
- The first contract was awarded in May 2020 and as of 30 June 2022, NOAA awarded 179 contracts.
- As of 30 September 2022, NOAA has obligated and outlayed its OCFO specific CARES Act funding.
- NOAA proactively implemented policies and procedures to safeguard against waste, fraud, or misuse of CARES Act funds.

NIST – CARES: \$66 million; ARP: \$150 million

CARES Act Key Progress and Accomplishments

- NIST's Manufacturing Extension Partnership Program (MEP) was allocated \$50 million in CARES Act funding to provide consulting, needs assessments, and other services to assist clients operating in a post-pandemic environment.
- As of 30 September 2022, 51 total grants were awarded.
- As of 30 September 2022, NIST obligated all 100% and outlayed 98.8% of its MEP specific CARES Act funding.
- Of the remaining MEP funds, NIST de-obligated \$600 thousand and expects to de-obligate an additional \$27.9 thousand by 30 September 2022.
- As of the end of FY 2022, more than 28,000 projects have been completed, which generated \$3 billion in sales, \$1.2 billion in total investment, \$456.2 million in cost savings, and created and retained 33,259 jobs.
- NIST's Manufacturing USA was allocated \$10 million in CARES Act funding to enable grantees to improve production and testing of PPE.
- CARES Act NOFO was published on 30 March and 4 April 2020.
- As of 30 September 2022, 14 total grants were awarded.
- As of 31 January 2022, NIST obligated and outlayed all 100% of its Manufacturing USA specific CARES Act funding.
- NIST's partners helped respond to the pandemic by demonstrating disinfectant capabilities of vaporous hydrogen peroxide, enabling production of more than 100 million masks since March 2020 for front-line healthcare workers.

- The National Institute for Innovation in Manufacturing Biopharmaceuticals completed the close-out reporting for their CARES Act award during Q3. America Makes submitted a draft close-out report. They identified extensive and enduring capabilities required to support regionalization efforts in Design and Product Innovation, Supply Capabilities, and Demand Fulfillment. This effort created an enduring Advanced Manufacturing Crisis Production Response Regionalization Roadmap.
- NIST proactively implemented policies and procedures to safeguard against waste, fraud, or misuse of MEP and Manufacturing USA CARES Act funds.

ARP Act Key Progress and Accomplishments

- As of 30 September 2022, 45 total grants were awarded.
- As of 30 September 2022, NIST has obligated 100% and outlayed 10.3% of its ARP Act funding.
- Project teams shared study results through 28 manuscripts published or in pre-publication reviews and 12 presentations in high-profile forums.
- America Makes developed 11 Micro-Learning Modules, awarded 1,005 scholarships for industry vetted training, provided more than 100 scholarships provided for industry-recognized credentials, created a new National Occupational Competency Testing Institute (NOCTI) Essentials in Additive Manufacturing credential for upcoming workforce and classroom instruction support and deployed equipment packages to schools.

MBDA – CARES: \$10 million

CARES Act Key Progress and Accomplishments

- MBDA has obligated and outlayed almost all its CARES Act funding.
- MBDA served 931,659 small and minority businesses which resulted in 3,268 success stories and 14,617 impacts in distressed areas.
- MBDA assisted firms with financial applications, resulting in 1,531 loans awarded with a total value of \$28.9 million.
- MBDA proactively implemented policies and procedures to safeguard against waste, fraud, or misuse of CARES Act funds.
- MBDA also received \$25 million in Coronavirus Response & Relief funding under the Consolidated Appropriations Act to assist minority businesses necessary expenses that exist to prevent, prepare for, and respond to coronavirus, and identify or access Government assistance.
 - As of 30 September 2022, \$25 million or 100% was obligated, \$16.9 million or 67.6% was outlayed.

FY 2023 TOP MANAGEMENT CHALLENGES

The Department of Commerce’s Office of Inspector General (OIG) identified nine management challenges within Commerce for FY 2023. Commerce is also working to identify challenges through processes that produce an inventory of “Mission Critical Programs and Activities” and a Risk Profile. These processes consider OIG findings, recommendations of the Government Accountability Office, past performance, and the insights and expertise of Commerce staff. Deliberations are multi-level and require involvement and approval by Commerce executive councils. Outcomes inform Commerce’s strategic planning, enterprise risk management (ERM), and topics for multi-disciplinary program review boards.

The challenges covered in this section are based primarily on the OIG FY 2023 Top Management and Performance Challenges. However, they also draw from other internal assessments. The challenges will be addressed by Strategic Objectives and the related strategies and action plans that match the complexity of the subjects. Alignment to the 2022 – 2026 Strategic Plan and highlights of FY 2023 action plans are provided in the charts below and include high level milestones and links to additional public information.

FY 2023 Management Challenge Identified by DOC OIG	Alignment to Department 2022 – 2026 Strategic Objectives that Address the Challenge	Official Responsible for Resolving the Challenge
1. Improving Commerce’s Cybersecurity Effectiveness Through Zero Trust	SO 1.6 – Improve the Nation’s cybersecurity and protect Federal Government networks	Chief Information Officer, Department of Commerce
2. Ensuring Continuity of Environmental Data from Satellites, Ships, Aircraft, and Ground-Based Systems and Improving Weather and Climate Services	SO 3.1 – Increase the impact of climate data and services for decision makers through enhanced service delivery and improved weather, water, and climate forecasts	Assistant Administrator for Satellite & Information Services, NOAA Assistant Administrator for the National Weather Service, NOAA Director of Marine and Aviation Operations, NOAA
3. Managing IT Investments and Improving Supported Operations	SO 5.5 – Modernize mission support processes and infrastructure	Senior Procurement Executive/Director, Office of Acquisition Management, Department of Commerce Chief Information Officer, Department of Commerce
4. Ensuring Prudent Financial Management and Oversight of Broadband Infrastructure Funding	SO 2.4 – Expand affordable, high-quality broadband to every American	Chief Executive Officer, First Responder Network Authority

FY 2023 Management Challenge Identified by DOC OIG <i>continued</i>	Alignment to Department 2022 – 2026 Strategic Objectives to Address the Challenge	Official Responsible for Resolving the Challenge
5. Enforcing Fair and Secure Trade and Effectively Implementing Export Controls	SO 1.3 – Increase international cooperation and commerce SO 1.4 – Protect national security interests and enforce trade rules	Deputy Assistant Secretary for Export Administration, BIS Deputy Assistant Secretary for Enforcement and Compliance, ITA
6. Deploying a Nationwide Public Safety Broadband Network	SO 2.4 – Expand affordable, high-quality broadband to every American	Chief Executive Officer, First Responder Network Authority
7. Improving Management and Oversight of Contracts and Grants to Ensure Responsible Spending	SO 5.5 – Modernize mission support processes and infrastructure	Senior Procurement Executive/Director, Office of Acquisition Management,
8. Establishing a Strong Framework with Adequate Resources to Support the 2030 Census Planning Efforts and Enhance Overall Survey Quality	SO 4.2 – Modernize economic and demographic statistics to better meet business, policymaker, and community needs	Associate Director for Decennial Census Programs, Census Bureau
9. Strengthening U.S. Leadership in Intellectual Property	SO 1.5 – Promote accessible, strong, and effective intellectual property rights to advance innovation, creativity, and entrepreneurship	Deputy Under Secretary and Deputy Director, USPTO

Top Management Challenges

FY 2023 TOP MANAGEMENT CHALLENGES – ACTION PLANS

Progress updates on action plans are submitted by Strategic Objective Leads to the Deputy Secretary during the Annual Strategic Review (ASR) process. More frequent progress updates are managed via periodic Strategic Objective Review Meetings, the Enterprise Risk Management process, Milestone Review Boards, and/or Agency Priority Goal meetings, as appropriate. The tables below illustrate key elements of these action plans for each of the nine FY 2023 management challenges.

1. Improving Commerce’s Cybersecurity Effectiveness Through Zero Trust		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> Utilize multifactor authentication (MFA) Department-wide 	<ul style="list-style-type: none"> Track and report FY22 Plan of Action to monitor MFA implementation progress Quarterly CIO Federal Information Security Modernization Act (FISMA) metrics reporting Document systems with mission requirements or impediments to implement MFA for CIO’s review/approval by Q4 FY23 	Federal Zero Trust Strategy, Identity Pillar OMB M-23-03: Fiscal Year 2023 Guidance on Federal Information Security and Privacy Management Requirements Federal Information Technology Acquisitions Reform Act (FITARA) scorecard by House Committee on Oversight and Reform
<ul style="list-style-type: none"> Modernize legacy systems 	<ul style="list-style-type: none"> Use Zero Trust Working Group to identify capabilities to modernize legacy systems and adopt Cloud Smart requirements by end of Q2 FY23 Get initial capability via CISA CDM BPA by Q3 FY23 Begin implementing capabilities by Q4 FY23 	Federal Cloud Computing Strategy
<ul style="list-style-type: none"> Improve IT asset management 	<ul style="list-style-type: none"> Update Enterprise Continuous Diagnostics and Mitigation (ECDM) Scanning SOPs with Vulnerability/Asset Enumeration requirements All deployed assets receive Hardware Asset Management (HWAM) agent in 30 days Unmanaged reported assets in ECDM HWAM tool are linked to FISMA boundary\system by Q4 FY23 	Binding Operational Directive 23-01 CISA Improving Asset Visibility And Vulnerability Detection On Federal Networks
<ul style="list-style-type: none"> Securely manage user accounts and permissions 	<ul style="list-style-type: none"> Draft action plan in 60 calendar days of release of DOC Active Directories final audit report 	Audit of the DOC’s Active Directories (OIG-22-426) NOAA Inadequately Managed Its Active Directories That Support Critical Missions (OIG-22-018-A) Inadequate Management of Active Directory Puts USPTO at Cyber Risk (OIG-19-014-A)

<ul style="list-style-type: none"> • Create an effective risk management program throughout the Department 	<ul style="list-style-type: none"> • Publish DOC Security and Privacy Assessment and Authorization as well as DOC Plan of Actions and Milestones Handbooks by Q1 FY23 • Identify key targets for Department-wide risk management activities for monthly reporting at the CIO and CISO Councils by Q2 FY23 - show improvement progress on priorities by Q4 FY23 	<p>The Department Needs to Improve Its System Security Assessment and Continuous Monitoring Program to Ensure Security Controls Are Consistently Implemented and Effective (OIG-22-017-A)</p> <p>Missing Security Controls Put the Department's Cloud-Based High Value Assets at Risk (OIG-22-031-A)</p>
<ul style="list-style-type: none"> • Adoption Revision 5 of the NIST Security and Privacy Control standard 	<ul style="list-style-type: none"> • Completed Enterprise Cybersecurity Policy (ECP) and Security and Privacy Control Matrix • Publish Security and Privacy Assessment and Authorization Handbook by Q1 FY23 • Transition to NIST SP 800-53 Revision 5 following Risk Management Framework by Q2 FY23 • All systems are required to obtain an Authority to Operate under Revision 5 by Q2 FY24 • Any systems not able to meet required timelines will document justification and revised timeline to DOC CISO for review and approval by DOC CIO 	<p>NIST SP 800-53 Rev 5: Security and Privacy Controls for Information Systems and Organizations</p> <p>NIST SP 800-53A Rev 5: Assessing Security and Privacy Controls in Information Systems and Organizations</p> <p>NIST SP 800-37 Rev 2: Risk Management Framework for Information Systems and Organizations: A System Life Cycle Approach for Security and Privacy</p>
<ul style="list-style-type: none"> • Deploy an Enterprise Endpoint Detection and Response (EDR) solution supporting the Device Pillar for a Zero Trust Architecture (ZTA). 	<ul style="list-style-type: none"> • Continue Enterprise EDR solution implementation started in FY22 for full departmental coverage by Q4 FY23 	<p>OMB M-22-01, Improving Detection of Cybersecurity Vulnerabilities and Incidents</p> <p>Federal Zero Trust Strategy, Device Pillar</p>
<ul style="list-style-type: none"> • Deploy a Cybersecurity Analytic Platform which can satisfy the enhanced logging requirements outlined in OMB M-21-31 Event logging, M-22-01 and M-22-09. 	<ul style="list-style-type: none"> • Identify enterprise capability end of Q2 FY23 • Get capability via the CISA CDM BPA by Q3 FY23 • Begin implementing identified Cybersecurity Analytic Platform capability by Q4 FY23 	<p>OMB M-21-31, Improving Investigative/Remediation Capabilities Related to Cybersecurity Incidents</p> <p>OMB M-22-01, Improving Detection of Cybersecurity Vulnerabilities/Incidents</p> <p>OMB M-22-09, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles</p>
<ul style="list-style-type: none"> • Protect critical software across Department 	<ul style="list-style-type: none"> • Identify/protect critical software required by OMB • Identify toolset to collect/report critical software and security measures implemented by Q4 FY23 • Quarterly reporting to CyberScope 	<p>OMB M-21-30, Protecting Critical Software Through Enhanced Security Measures</p> <p>OMB M-23-03, FY23 Guidance on Federal Info. Security/Privacy Management Requirements</p>
<ul style="list-style-type: none"> • Fully implement zero-trust architecture by September 2024 	<ul style="list-style-type: none"> • Identify enterprise capabilities by end of Q2 FY23 • Get capabilities via the CISA CDM BPA by Q3 FY23 • Begin implementing the identified enterprise capabilities by Q4 FY23 	<p>OMB M-22-09, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles</p> <p>Federal Zero Trust Strategy</p>

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2. Ensuring Continuity of Environmental Data from Satellites, Ships, Aircraft, and Ground-Based Systems and Improving Weather and Climate Services		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
Maintain geostationary/polar satellite continuity <ul style="list-style-type: none"> Deliver fully capable GOES-U to support geostationary satellite constellation Launch JPSS-2/manage JPSS-3/4 satellite risks Deliver Space Weather Follow-On (SWFO) to ensure reliable solar activity info 	<ul style="list-style-type: none"> On time satellite deployments Data processed/delivered to users from satellites Completed GOES-18 Handover Readiness Review Completed JPSS-2 Launch Completed NOAA-21 HRR Complete JPSS-3 and SWFO Key Decision Points 	Current Satellite Missions
Develop next generation of satellite systems <ul style="list-style-type: none"> Invest/plan for next gen. satellites to ensure continuity of environmental observations Trade, analyze, prioritize, and plan for future data sources/satellite ground architecture 	<ul style="list-style-type: none"> On time satellite deployments Complete Milestones for GeoXO program/QuickSounder project for program development Complete program definition/formulation for next generation Low Earth Observation/Space Weather Programs 	Next-generation geostationary extended observations Space Weather
Protect observations, operations, and communications from frequency interference <ul style="list-style-type: none"> Conduct review of spectrum systems to assess interference risk and identify mitigations/impacts Develop strategic plan 	<ul style="list-style-type: none"> Initiate Interference Risk Assessments Complete development of the Strategic Plan 	Not applicable
Operationalize collision avoidance support service <ul style="list-style-type: none"> Finalize Assessment of Commercial Data for Open Architecture Data Repository (OADR) Finalize the OADR system, Stakeholder requirements and development of Sandbox Develop the Space Situational Awareness (SSA) Acquisition Strategy 	<ul style="list-style-type: none"> Fill key Office of Space Commerce positions Request proposals for planning software, audit tools, collaboration and data sharing platforms, cloud computing, ground/Cloud architecture Award contract to cloud service provider, platform for data sharing and SSA collaboration platform 	Not applicable
Recapitalize ships and aircraft <ul style="list-style-type: none"> Advance technology data collection capabilities on oceanographic missions Class B NOAA Ship to enhance Survey/Charting Gulfstream G550 for climate data collection 	<ul style="list-style-type: none"> 100% Total Project Steel Cut on NOAA Ship Oceanographer & All Modules Assembled 100% Structural Steel Cut on NOAA Ship Discoverer Class B Ship Award for Design/Construction Gulfstream G550 Critical Design Review Third King Baseline Completion & Air Delivery 	Not applicable

<ul style="list-style-type: none"> • Third King Air Aircraft equipment to improve photogrammetry and snow survey 		
<p>Balance weather service improvements and long-term climate resilience</p> <ul style="list-style-type: none"> • HFIP: Hurricane Forecast Improvement Program <ul style="list-style-type: none"> ○ Conduct experiments to demonstrate improvements in hurricane forecasts • Establish Hurricane/Ocean testbed to improve forecasts, such as hurricane intensity, rapid intensification, and dangerous ocean conditions • Post-Storm Assessment of Hurricanes Ida and Ian • Tornado/severe weather warning improvements <ul style="list-style-type: none"> ○ Training and testing with Cloud environment ○ Threats-In-Motion (TIM) warning approach • Decrease NWS Warning Lead Time for tornadoes rated EF- 3 or higher • Improve Dissemination Systems • Keep NEXRAD Service Life Extension Program (SLEP) operational until 2040 <ul style="list-style-type: none"> ○ Develop plan for follow-on radar capability initiation in FY 23 	<ul style="list-style-type: none"> • American Customer Satisfaction Index (ACSI) • Tornado Probability of Detection • Post-event Assessments and corrections 	<p>weather.gov</p>

<h3>3. Managing IT Investments and Improving Supported Operations</h3>		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> • Apply program management (PM) practices to improve IT acquisition/operation management 	<ul style="list-style-type: none"> • Complete Milestone and Information Technology Review Board reviews • Maintain/expand application of I-PM tool • Ensure Program Managers responsible for IT programs obtain IT specialization certification • Maintain/expand PM Community of Practice 	<p>FAC-P/PM – Information Technology (IT) Core-Plus Specialization</p> <p>CIO Governance Board Membership List</p> <p>DAO 208-16 Acquisition Project Management</p>

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<ul style="list-style-type: none"> Deploy new BAS features and functionality 	<ul style="list-style-type: none"> Phase 1A deployment completed on schedule and under budget, including BAS Service Now SSO portal, Sunflower Asset Management System, and PRISM Advanced Acquisition Planning Module Phase 1B on schedule to deploy on 10/1/2023, Phase 2 on 10/1/2024, and Phase 3 on 10/1/2025 	Business Applications Solution (BAS) BAS Newsletter March 2022
<ul style="list-style-type: none"> Assist customer transition into BAS before, during, and after deployments 	<ul style="list-style-type: none"> Early access for SMEs Early learning and confidence gaining activities User Acceptance Training Extensive end user training and continual learning 	Not applicable
<ul style="list-style-type: none"> Engage with OIG and other BAS governance stakeholders 	<ul style="list-style-type: none"> Monthly meetings of the BAS Executive Board BAS Program Audit with OIG Monthly bureau and department executive stakeholder engagements 	Not applicable
<ul style="list-style-type: none"> Transition Commerce grants programs to GEMS 	<ul style="list-style-type: none"> Established connectivity between DOC and NIH On schedule to migrate NOAA by June 30, 2024 On schedule to migrate NIST by October 1, 2024 Integrate cross-serviced bureaus (i.e., Census, EDA, ITA, MBDA, and NTIA) throughout Integrate EDA Salesforce-based grants management after completion of other migrations 	OIG-16-049 (doc.gov) Top Management and Performance Challenges Facing the Department
<ul style="list-style-type: none"> Engage with OIG and other GEMS governance stakeholders 	<ul style="list-style-type: none"> Monthly meetings of the GEMS Executive Board GEMS program audits with OIG 	Not applicable

4. Ensuring Prudent Financial Management and Oversight of Broadband Infrastructure Funding		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> Collaborate with NIST and NOAA to ensure NTIA's grants are reviewed and processed in line with DOC Grants and Cooperative Agreement Manual and Federal Grant Regulations 	<ul style="list-style-type: none"> Receive, review, and monitor progress and performance plans and financial reports semi-annually for each grant award Perform risk assessments of awards semi-annually to align award risk-profile with appropriate monitoring approach 	Broadband Infrastructure Program BroadbandUSA (doc.gov) Tribal Broadband Connectivity Program BroadbandUSA (doc.gov)

<ul style="list-style-type: none"> • Collaborate with NIST and NOAA to refine Fraud Risk Assessment Framework to support the broadband-grant programs • Hire staff to engage with applicants and awardees, execute grant programs, and monitor awarded grants • Execute defined/approved SOPs, training, and Handbooks for effective/consistent monitoring • Provide training/technical assistance to awardees on grants compliance and management, monitoring, project implementation, reporting, and fraud prevention and detection • Ensure proper document storage/retention methods comply with NARA requirements 	<ul style="list-style-type: none"> • Develop monitoring plans, progress, and performance reporting templates for new grant programs 30 days prior to making awards • Hire additional staff by Q2 FY23 • Confirm relevant files and artifacts are stored appropriately within the stated DOC/NTIA file management and NARA regulations • Develop/implement relevant SOPs and file governance 	<p>Broadband Equity, Access, and Deployment (BEAD) Program BroadbandUSA (doc.gov)</p> <p>Digital Equity Programs BroadbandUSA (doc.gov)</p> <p>Connecting Minority Communities Pilot Program BroadbandUSA (doc.gov)</p> <p>Enabling Middle Mile Broadband Infrastructure Program BroadbandUSA (doc.gov)</p> <p>NARA Basic Laws and Authorities National Archives</p>
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<h2>5. Enforcing Fair and Secure Trade and Effectively Implementing Export Controls</h2>		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> • OIG Foreign Trade Barriers Audit 	<ul style="list-style-type: none"> • Review OIG’s forthcoming final report for the Audit of ITA’s Efforts to Resolve Foreign Trade Barriers (#2021-410) and develop an ITA-wide Corrective Action Plan in response to its recommendations. 	<p>Audit of ITA’s Efforts to Resolve Foreign Trade Barriers (#2021-410) (doc.gov)</p>
<ul style="list-style-type: none"> • Effective February 24, 2022, BIS implemented export controls that restrict Russia and Belarus’s access to the defense, aerospace, and maritime resources • Align restrictions with export control policies and requirements implemented by the U.S. and 37 partner and ally countries 	<ul style="list-style-type: none"> • Number of actions that result in a deterrence or prevention of a violation and cases which result in a criminal and/or administrative charge <ul style="list-style-type: none"> ○ 1151 End-Use Checks completed ○ Added 64 Chinese entities to Unverified List due to interference with end-use checks ○ Added more than 450 persons to the Entity List in response to activities contrary to U.S. national security or foreign policy interests ○ Conducted outreach to companies/universities to inform changes and prevent violations 	

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6. Deploying a Nationwide Public Safety Broadband Network		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> • Adhere to FirstNet Authority Investment Policy and Procedures to improve Generation, Development, and Execution, so they match the DOC Scalable Acquisition PM Guidebook steps for analyzing needs and alternatives. • Adhere to FirstNet Authority Cost Estimating Guide in line with <i>GAO Cost Estimating Guide</i> and the Office of Acquisition Management (OAM) • Train cost estimating team (CET) on developing, reviewing, and approving Independent Government Cost Estimates (IGCEs) and evaluating contracting cost proposals • Update contract/program oversight processes with lessons learned and organizational changes • Manage and update NPSBN key performance metrics contained in the NPSBN Quality Assurance Surveillance Plan (QASP) • Execute verification processes of key adoption metrics to ensure NPSBN contractor meets connection targets at each contract milestone • Execute coverage verification and validation activities by leveraging Radio Access Network (RAN) SMEs to review, analyze, and confirm contractor complies with contract milestones • Complete contractual acceptance activities and only authorize payment to the NPSBN contractor once 100% compliance is met 	<ul style="list-style-type: none"> • Train CET October 2022 • Implement additional guidance from DOC on cost estimating by February 2023 • Evaluate Task Order 4 (Coverage and Capacity Solutions) IOC-5 milestone by December 2022 to improve verification methodologies for use in the FOC verification process in January 2023 • Complete coverage/adoption Requirements Traceability Matrices (RTMs) to support verification/validation activities by December 2022 • Conduct lessons learned in March 2023 after Task Order 4 Final Operational Capability (FOC) • Update existing processes around contract and program oversight to incorporate updates and lessons learned for future task order management and oversight by August 2023 	<p>First Responder Network Authority FirstNet</p> <p>FirstNet Authority Board Meetings</p> <p>FirstNet Authority Annual Report to Congress</p>

7. Improving Management and Oversight of Contracts and Grants to Ensure Responsible Spending		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> • Ensure prudent financial management and oversight of funds dispersed via grants • Improve management and oversight of high dollar/high risk contract portfolios, contract execution, and performance • Ensure proper contract and grant file maintenance in virtual and other flexible work environments • Develop and retain a competent acquisition workforce to support the Department’s mission 	<ul style="list-style-type: none"> • Strengthen suspension & debarment program and relationship with OIG to detect potential fraud earlier • Document Acquisition Management and Grant Management Review findings and ensure corrective action plans are followed • Complete Acquisition Review Board reviews • Expand number of Contracting Officers with Digital Services specialization certification • Meet implementation milestones for new contract writing system and Grants Enterprise Management Solution • Conduct Big A Conference • Operationalize The Lab at DOC through targeted training, resource development and coaching • Partner with Commerce Implementation Coordination Office (CIC) to ensure focused and effective management of above base programs 	<p>Suspension and Debarment</p> <p>Grants and Cooperative Agreements Grants Manual April 20 2021</p> <p>Commerce Acquisition Manual</p> <p>FAC-C-Digital Services - Digital IT Acquisition Program (DITAP)</p> <p>Business Applications Solution (BAS)</p> <p>Acquisition Management Review Procedures</p> <p>Big "A" Acquisition Conference</p> <p>The Lab at DOC</p>

8. Establishing a Strong Framework with Adequate Resources to Support the 2030 Census Planning Efforts and Enhance Overall Survey Quality		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<ul style="list-style-type: none"> • Conduct research and testing to support early planning and inform transition and design of the 2030 Census 	<ul style="list-style-type: none"> • Conduct preliminary planning for the 2030 Census program proposal 	Not applicable

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<ul style="list-style-type: none"> • Implement a transition plan and appropriate organizational structures to establish 2030 Census life cycle planning • Conduct early planning activities for the 2030 Census, including the monitoring of policy concerns and technological, societal, and public cooperation trends 		
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<p>9. Strengthening U.S. Leadership in Intellectual Property</p>		
Key Actions	Performance Indicators / Milestones	Links to Key Public Updates and References
<p><u>Improve and maintain patent quality and service:</u></p> <ul style="list-style-type: none"> • Quality <ul style="list-style-type: none"> ○ Increase examiners' technical knowledge ○ Provide training programs for external stakeholders to increase knowledge base ○ Encourage DOCX filing • Customer Perception <ul style="list-style-type: none"> ○ Conduct semi-annual quality perception survey of frequent filing customers • Provide guidance on interim Director review (DR) process so stakeholders can file requests for DR • Set forth guidelines for efficient processing of interim DR requests and allow stakeholders to independently identify when DR is requested and if requests were granted/denied • Get stakeholders feedback on the DR process • Ensure stakeholder feedback is incorporated into formalized DR processes <p><u>Protect and support registration processes and trademark owners:</u></p> <ul style="list-style-type: none"> • Increase use of register protection tools by increasing capacity and customer engagement 	<ul style="list-style-type: none"> • Quality <ul style="list-style-type: none"> ○ Monitor/report statutory compliance results ○ Monitor/report perception (net promoter score) of training programs for external stakeholders ○ Provide stakeholders with DOCX promotional YouTube video ○ Host public DOCX training/outreach sessions ○ Provide access to DOCX webpage with FAQs and templates • Customer Perception <ul style="list-style-type: none"> ○ Monitor and report semi-annual quality perception survey of frequent filing customers results (net promoter score) ○ Manage processing of all received DR requests • Maintain public-facing webpages to share information on interim DR process, updates to the process, how to file a DR request, requests received, and decisions on issued DR requests. • Request for Comments (RFC) on the DR process issued and closed in October 2022 	<p>Quality: Patents Quality Metrics, Compliance Measures section DOCX YouTube video DOCX training and outreach DOCX webpage with FAQs, benefits, and templates</p> <p>Customer Perception: Patents Quality Metrics, Perception Measures section Interim process for Director Review</p> <p>Status of DR requests: Status of Director review requests Orders issued by the Commissioner for Trademarks USPTO implements the Trademark Modernization Act Expungement and reexamination petitions received</p> <p>CPARS Compliance: www.cpars.gov</p>

<ul style="list-style-type: none"> • Improve efficiency with technology and training • Optimize examination workflow productivity • Protect TM register <p><u>Improve critical mission support functions:</u></p> <ul style="list-style-type: none"> • Address oversight of contract management: <ul style="list-style-type: none"> ○ Improve collaborative acquisition planning ○ Create/enhance tools and policy to encourage timely information sharing between Office of Procurement (OP) and program offices ○ Implement tools/practices to enhance contract oversight and administration through workload distribution ○ Enhance compliance with contractor performance reporting 	<ul style="list-style-type: none"> • Formalize DR processes after consideration of RFC feedback by issuing Notice of Proposed Rule Making • Petitions/director-initiated TMA proceedings • Number of applications or USPTO.gov accounts affected by administrative orders • Publish database of administrative orders and TMA petitions by end of FY 2023 • Expand register protection team • Develop AI and RPA capabilities for future deployment, to enhance examination process • Deploy eFile • Deploy the TM virtual assistant chatbot • Pendency reduction initiatives <ul style="list-style-type: none"> ○ Hire more examining attorneys: 90+ in FY 2023 ○ Launch TM Exam ○ Pilot use of non-lawyers in exam ○ Streamline application process • Completed automated milestone plans that identify an acquisition's critical path and enable tradeoff decisions for OP and program offices • Track and monitor efficacy of acquisition teaming arrangements • Policies reviewed/assessed to improve acquisition user understanding and compliance • Cycle time for completing evaluations / assessments • Monitor staff CPARS reporting compliance to promote timely completion of required reviews • Undelivered Obligations (UDO) Timely Processing 	
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STRATEGIC OBJECTIVES' PERFORMANCE ASSESSMENT AND PLANNING

STRATEGIC OBJECTIVE 1.1 – Revitalize U.S. manufacturing and strengthen domestic supply chains

Lead Bureau: NIST

Contributing Bureaus: BEA, BIS, Census, EDA, ITA, MBDA, NTIA

Key Strategies:

- Advance U.S. leadership in semiconductors
- Increase the resilience and diversity of critical, domestic supply chains
- Accelerate technology development and deployment in U.S. manufacturing

Executive Summary of Progress

The National Institute of Standards and Technology (NIST) is implementing a bipartisan Creating Helpful Incentives to Produce Semiconductors (CHIPS) Act of 2022 to tackle some of the biggest manufacturing and innovation challenges of our time. The Act invests \$50 billion through the Department of Commerce's CHIPS for America Fund to revitalize the domestic semiconductor industry, protect American national and economic security, preserve U.S. leadership in future industries, create good-paying jobs, and strengthen communities in the United States.

Commerce currently manages over 40 cross-bureau supply chain workstreams. In addition to cross-cutting activities, bureaus engage in supply chain work as a core function. To increase the resilience and diversity of critical, domestic supply chains, NIST delivers useful tools and technical assistance through:

- Manufacturing USA, which advances R&D and workforce development in critical supply chains.
- Manufacturing Extension Partnership (MEP), which provides technical assistance to small and medium enterprises.
- Measurement science, which provides industry with precision measurement technologies, tests, protocols and to foster innovation for a circular economy.

In October 2022, the Bureau of Industry and Security (BIS) sent a mandatory survey to members of the U.S. microelectronics industry. The survey is required by Section 9904 of the 2021 National Defense Authorization Act (NDAA) and has the authority of Section 705 of the Defense Production Act. The survey covers 12 subject areas mandated by Congress and will gather information on the overall competitiveness, capabilities, and challenges of

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companies engaged in designing, manufacturing, or distributing semiconductor products in the United States. The data collected will help BIS understand the structure and interdependence of organizations in the U.S. microelectronics industry and allow the U.S. government to address supply chain problems and disruptions related to production capabilities, foreign sourcing, and other challenges. The data and resulting reports will inform the incentives in Section 9902 of the NDAA being implemented by Commerce's CHIPS Program Office.

Executive Order 14017: American's Supply Chains required the Secretary of Commerce, in partnership with the Secretary of Homeland Security, to conduct a one-year assessment of the supply chains for critical sectors in the U.S. information and communications technology (ICT) industry. In February 2022, they published the report "*Assessment of the Critical Supply Chains Supporting the U.S. Information and Communication Technology Industry*", which evaluated the current supply chain conditions in the ICT industry, identified key risks that threaten to disrupt those supply chains, and proposed a strategy to mitigate risk and strength supply chain resiliency.

BIS completed its Section 232 investigation on the effect of neodymium-iron-boron (NdFeB) magnet imports on national security in June 2022. The investigation found that NdFeB magnet imports threaten national security. The President agreed with the Secretary's findings so, the Administration will implement Commerce's recommendations to address the threat and to mitigate supply chain vulnerabilities. This includes boosting domestic production throughout the supply chain, promoting demand for U.S.-made magnets, engaging with allies and partners on supply chain resilience, developing a highly skilled workforce, supporting research, and other efforts.

The Census Bureau started development of a Supply Chain Insights Platform, which links public Census data from various sources to provide information on products at various stages in the supply chain lifecycle: production/manufacturing, imports/exports, and shipping/movement of goods. The Census Bureau is also working with the Census Open Innovation Labs (COIL), to launch a challenge through challenge.gov to improve its ability to measure the flow of goods through the supply chain and is reaching out to technology companies to see if new data sources can be added to produce more timely and granular information about our nation's supply chain infrastructure.

Census developed the bi-weekly [Business Trends and Outlook Survey](#) to track key economic indicators such as revenue, employment, hours, and business conditions including demand, prices, and supply chain issues. Businesses are asked about current and future conditions / expectations. Data is released every two weeks by sector, state, the 25 most populous Metropolitan Statistical Areas, and Puerto Rico. Data are also available by subsector (i.e., 3-digit North American Industry Classification System (NAICS)) and state by sector. The data represents all single-location employers in the U.S., excluding farms.

The Census Bureau' advance high-level total manufacturing estimate for shipments and inventories has helped the public get an early look at the level and direction of manufacturing activity and provides earlier inputs to the BEA's first estimate of Gross Domestic Product (GDP) which reduces future revisions. In FY 2022, the International Trade Administration (ITA) responded to over 120 White House requests for analysis and policy recommendations on supply chain issues. ITA's analyses informed high-level decision making on issues ranging from China and the Russo-Ukrainian War, to semiconductors, critical minerals, electric grid equipment, batteries, solar energy, and personal protective equipment (PPE). ITA's Office of Health & Information Technologies (OHIT) led ITA's international engagement strategy for information and communications industrial base and semiconductor supply chain issues, creating

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the foundation for other federal agencies to utilize for their own international work. In October 2021, OHIT led the screening and initial response to the Microelectronics Early Alert System, which was used to track and address potential semiconductor supply chain disruptions linked to public health developments for key trading partners. OHIT drafted significant portions of the joint report titled *Assessment of the Critical Supply Chains Supporting the U.S. Information and Communications Technology Industry*, which was published in February 2022. ITA also led and supported bilateral and multilateral dialogues with allies to address semiconductor shortages, strengthen transparency and long-term resiliency of the semiconductor supply chain, and explore the development of a multinational alert system. This work created a basis for DOC to partner with other countries on priority supply chain resilience goals. Additionally, ITA assisted U.S. businesses in critical sectors to overcome semiconductor supply chain procurement issues through intervening directly with foreign entities.

ITA's Office of Energy & Environmental Industries (OEEI) supported polices to ensure fairness, incentivize a competitive solar supply chain in the United States, and strengthen the photovoltaics value chain more broadly. OEEI navigated a series of complex issues for the solar sector, such as the Solar 201 Extension, new Development Finance Corporation policies for financing overseas solar projects, the Withhold Release Order on polysilicon from Xinjiang, and the implementation of the Uyghur Forced Labor Prevention Act. OEEI played an integral in these policy decisions and ensured that U.S. industry competitiveness and stakeholder perspectives remained at the forefront. At the Clean Energy Ministerial hosted in September 2022, OEEI spearheaded U.S. Government participation in a new solar supply chain initiative, which recognized the need for resilient global and domestic supply chains to achieve climate goals.

ITA's Office of Textiles, Consumer Goods, and Materials successfully led an effort to create new Harmonized Tariff Schedule (HTS) statistical breakouts for PPE and related items to avoid further potential public health supply chain disruptions. At ITA's request, the U.S. International Trade Commission approved new HTS and Schedule B breakouts for N95 respirators and disposable masks, medical gloves, and disposable wipes. These new breakouts will assist in tracking import flows and the development of trade policy for PPE and related products. The increased trade data detail will aid in U.S. Government efforts to increase visibility into the public health supply chain, a major recommendation under the National Strategy for a Resilient Public Health Supply Chain.

ITA's Office of Critical Materials and Metals (OCMM), in support of Executive Order 14017 and the Administration's Supply Chain work on Critical Minerals, provided input to the Department of Defense (DOD)-led 100-day supply chain report on critical minerals, worked with the White House and partner agencies on critical minerals-related policy activities, conducted industry engagement, established the first industry trade advisory committee on the critical minerals sector, and coordinated with interagency and foreign counterparts in support of multiple international engagements. OCMM works closely with DOD and the Department of Energy (DOE) to establish resilient, reliable critical minerals supply chains and processing capabilities. OCMM staff provide subject matter expertise on interagency technical expert panels that review private sector funding proposals supported by Defense Production Act Title III and Bipartisan Infrastructure Law funding.

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ITA's Office of Supply Chain, Professional, and Business Services (OSCPBS) coordinated the Advisory Committee on Supply Chain Competitiveness (ACSCC), a high-level group of leading U.S. supply chain executives that advises the Secretary of Commerce on policy approaches to support U.S. export growth and innovation, facilitate the movement of goods, and improve the competitiveness of U.S. supply chains for goods and services. The ACSCC held three full-committee meetings in FY 2022 and adopted a series of recommendations to improve U.S. manufacturing supply chain competitiveness, address supply chain disruptions, and expand U.S. exports through targeted freight system investments and workforce development. OSCPBS also supported interagency efforts to complete supply chain reports mandated by Executive Order 14017 and ensure that supply chain logistics and transportation considerations were incorporated.

In FY 2022, the Economic Development Administration (EDA) invested over \$1.07 billion in 279 economic development projects, including infrastructure, technical assistance, and planning, to help communities and regions build the capacity for economic development through manufacturing-related activities. Many of these projects were funded through the Build Back Better Regional Challenge (BBBRC), a novel new program created through the American Rescue Plan Act. This program challenged communities to identify a set of interconnected investments that, together, could transform their local economy, expand economic opportunity and competitiveness, and create thousands of good jobs. In September 2022, EDA announced awards for 21 regional coalitions out of the 64 finalists in the Build Back Better Regional Challenge.

BBBRC awardees will each receive between \$25 million and \$65 million to fund 123 individual strategic projects to advance economic strategies benefiting 24 states. Of the 21 coalitions selected, BBBRC is investing in emerging industries across the economy including 4 communities developing next-generation manufacturing clusters. Examples of such investments include:

- The Georgia AI Manufacturing (GA-AIM) Coalition, led by the Georgia Tech Research Corporation, was awarded \$65 million to accelerate the adoption of artificial intelligence across the state's legacy industrial sectors.
- The Heartland Robotics Cluster, led by the Invest Nebraska Corporation, was awarded \$25 million to accelerate Nebraska's leadership in the agricultural industry through robotic technologies and advanced manufacturing automation while also revitalizing the region's rural labor force and strengthening the nation's food supply chain.
- The Accelerate NC – Life Sciences Manufacturing Coalition, led by the North Carolina Biotechnology Center, will receive \$25 million to strengthen its life sciences manufacturing cluster by investing in a more robust pipeline of biotech talent across the state and expanding those opportunities to underserved and historically excluded communities.
- The West Texas Aerospace and Defense Manufacturing Coalition, led by the University of Texas at El Paso (UTEP), will receive \$40 million to strengthen America's aerospace and defense manufacturing capabilities by integrating legacy manufacturers in West Texas into the aerospace and defense (A&D) supply chain.

These are some of the largest investments EDA has ever made in manufacturing and they're expected to have transformational impacts in the manufacturing industries in these regions.

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	NIST	Value of advanced manufacturing technology portfolio within Commerce-sponsored Manufacturing USA Institutes	—	—	—	\$47.30 M	\$135.10 M	\$52.00 M	Exceeded	\$60.00 M	\$140.00 M
Proposed new	NIST	Number of small and medium manufacturers who receive technical assistance to increase contributions of additional key products and critical technologies in the domestic supply base	—	—	—	—	465	250	Exceeded	479	493
Current/Recurring	MBDA	Number of jobs by Manufacturing MBE clients	—	—	—	856	749	850	Not Met	950	990

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

Commerce made significant progress to advance Strategic Objective 1.1. Commerce should support planning and implementation efforts to address both the operational and program design requirements of the CHIPS Act. Commerce should also support NIST basic research in advanced manufacturing that provides industry with precision measurement technologies, tests, protocols, and world class scientific and engineering knowledge, as well as Hollings Manufacturing Extension Partnership Program and NIST’s Office of Advanced Manufacturing, which provides leadership and coordination for Manufacturing USA.

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

Actions to Advance Progress through FY 2024

Commerce, in coordination with other agencies, will implement the CHIPS Act, following the strategy outlined in the [report](#) that was published in September 2022.

Commerce and NIST will support the National Science and Technology Council (NSTC), Committee on Technology, Subcommittee on Advanced Manufacturing, and the White House Office of Science and Technology Policy (OSTP) in development of the National Strategic Plan for Advanced Manufacturing. NIST will also continue strengthening supply chain resiliency through MEP's supply chain programs and NIST's research programs.

NIST Manufacturing USA program will coordinate the network of manufacturing institutes, award grants to develop industrial technology roadmaps, and support the current Manufacturing USA institute, the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL).

BIS will increase the efficiency, ease of use, and transparency of the 232 Exclusions Process. Working with the Office of the United States Trade Representative, Commerce will build upon the successful negotiations on Section 232 tariffs that will result in a transition to a tariff-rate quota on steel and aluminum imports from the European Union in January 2022.

The Census Bureau will collect and release experimental data on [manufacturing industrial robotic equipment](#) to measure how and when robotics contribute to productivity, the conditions under which they complement or substitute for labor, or how they shape regional economies.

Manufacturing remains an Investment Priority for EDA. The manufacturing investment priority seeks to encourage economic development projects that enhance job creation, business expansion, technology, capital upgrades, and productivity growth in manufacturing. This includes efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies. EDA will also have Communities of Practice for the Build Back Better Regional Challenge (BBBRC) awardees which will provide peer-to-peer learning, share best practices and near real-time analysis of the BBBRC projects. EDA hopes to disseminate best practices, findings and recommendations with Commerce and other stakeholders.

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

STRATEGIC OBJECTIVE 1.2 – Accelerate the development, commercialization, and deployment of critical and emerging technologies

Lead Bureau: NIST

Contributing Bureaus: BIS, EDA, ITA, MBDA, NOAA, NTIA, NTIS

Key Strategies:

- Promote research, applications, and standards for emerging technologies such as quantum computing, AI, biotechnology, and advanced communications
- Strengthen U.S. participation in technical standards development
- Strengthen the competitiveness of America's R&D ecosystem through inclusive commercialization and technology transfer of critical and emerging technologies

Executive Summary of Progress

The National Institute of Standards and Technology (NIST) laboratory programs work at the frontiers of measurement science and standards development to drive technological innovation that strengthens the economic and industrial competitiveness of the United States. The NIST laboratories address increasingly complex measurement challenges, ranging from the very small (e.g., quantum devices) to the very large (e.g., vehicles and buildings), and from the physical (e.g., resilient infrastructure) to the virtual (e.g., advanced communications). As new technologies develop and evolve, NIST's measurement research and services remain central to innovation, productivity, trade, national security, and public safety.

- **Quantum Science:** In coordination with other U.S. government agencies, established Washington Metropolitan Quantum Network Research Consortium, or DC-QNet, to create, demonstrate and operate a quantum network as a regional test bed.
- **Artificial Intelligence (AI):** Established National AI Advisory Committee (NAIAC) to provide advice to the President and the National Artificial Intelligence Initiative Office on matters related to the National AI Initiative and published draft AI Risk Management Framework.
- **Advanced Communications:** Awarded >\$10M for the Public Safety Innovation Accelerator Program 2022.
- **Semiconductors:** Developing an implementation strategy for CHIPS Act.
- **Biotechnology:** Instrumental in developing and executing on key deliverables in the Executive Order 14081: Advancing Biotechnology and Biomanufacturing Innovation for a Sustainable, Safe, and Secure American Bioeconomy.
- **Standards Development:** Working closely with the National Security Council on developing a more strategic approach to USG involvement in international standards.
- **Technology Transfer:** Launched new iEdison reporting system for extramural inventions.

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

In support of Executive Order 14067: Ensuring Responsible Development of Digital Assets, ITA partnered with the National Institute of Standards and Technology (NIST) and the Bureau of Economic Analysis (BEA) to draft DOC's Competitiveness Framework for digital assets, conduct robust and extensive industry engagement with private sector digital assets firms and stakeholders, and train DOC's digital attachés on opportunities and challenges related to digital assets. In addition, Office of Health & Information Technologies (OHIT) supports the implementation of Executive Order 14081 to protect and promote the U.S. bioeconomy and the Office of Critical Materials and Metals (OCMM) is engaged in activities related to achieving the goals of the American Battery Materials Initiative pursuant to Executive Order 14017.

The Office of Energy & Environmental Industries (OEEI) supported the development of the emerging U.S. offshore wind sector by developing trade and investment promotion strategies in this sector. OEEI contributes programmatic support to a Market Development Cooperator Program (MDCP) grant awarded to the Business Network for Offshore Wind, including delegation trips for U.S. companies to explore business development opportunities abroad, foreign market intelligence webinars, and attracted foreign buyers to the premier offshore wind industry conference in the United States. As part of the Federal Consortium for Advanced Batteries, OEEI staff worked with the DOD, DOE, and the Department of State (DOS) on the National Blueprint for Lithium Batteries 2021-2030, which lays out a holistic approach to accelerate the development of a robust, secure, and healthy domestic research and industrial base for lithium-based batteries in support of the Administration's decarbonization goals.

OEEI also led the implementation of ITA's Small Modular Reactor (SMR) Public-Private Program (PPP), a DOC-led interagency initiative to promote the deployment of U.S. SMRs in Europe. ITA held four SMR Standards and Regulations Workshops with over 100 senior-level participants, resulting in a U.S. company signing a Memorandum of Understanding (MOU) to supply a Bulgarian Nuclear Power Plant. ITA helped the U.S. Trade and Development Agency re-engage on civil nuclear energy and commit \$1 million to organize the SMR Workshops in coordination with ITA. OEEI also managed ITA's SMR Working Group, which includes 34 U.S. companies across the supply chain. OEEI drafted the U.S.-Romania SMR Workplan, for example, which was signed in May 2022 and marks Romania as the first European country to plan the deployment of U.S. SMR technology.

ITA's Office of Material Industries (OMI) provided subject matter expertise related to the \$3.1 billion repurposing of grants under the Infrastructure Investment and Jobs Act to support a domestic battery supply chain. OMI also participated in and informed five DOD Defense Production Act Title III award committees (i.e., for cobalt, graphite, lithium, nickel, and manganese) charged with responding to the Presidential Determination to strengthen the U.S. industrial base for large-capacity batteries and distribution of \$600 million in funding for domestic critical mineral projects.

In FY 2022, the Economic Development Administration (EDA) awarded \$300 million through the Build Back Better Regional Challenge to accelerate innovation in emerging technologies. This included:

- \$50.8 million to a coalition led by the Osceola County Board of County Commissioners to accelerate the growth of the specialized semiconductor cluster at NeoCITY, a 5,000-area technology park developed in partnership with the state of Florida.
- \$35 million to The Oklahoma Biotech Innovation Cluster, led by the Oklahoma City Economic Development Foundation to rapidly expand its biotechnology cluster, bolstering domestic resiliency within the biopharmaceutical supply chain, and making the cluster more globally competitive.

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- \$65.1 million to The Fresno-Merced Future of Food Innovation (F3) Coalition, led by the Central Valley Community Foundation to accelerate the integration of technology and skills in the region’s agriculture industry—improving productivity and job quality for existing farmworkers while driving a more resilient and sustainable food system.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	NIST	International Adoption of NIST Quantum SI Standards	3	5	8	12	20	10	Exceeded	15	35
Current/Recurring	NIST	Relative citation impact of NIST - authored publications	1.62	1.59	1.57	1.57	1.57	1.30	Exceeded	1.40	1.40
Current/Recurring	NIST	Number of businesses using NIST research facilities	450	486	530	492	525	300	Exceeded	350	400
Proposed new	NIST	Number of U.S. Government staff trained to effectively coordinate, participate, and influence technical standards development	—	—	—	—	1,050	300	Exceeded	400	600
Proposed new	NIST	Number of participants at outreach events, hosted by NIST to identify opportunities for engagement and influence in critical and emerging technology standards development	—	—	—	—	280	200	Exceeded	300	500
Current/Recurring	NTIA	Number of times research publication are downloaded annually	7,553	7,300	9,500	15,800	18,957	9,500	Exceeded	9,500	9,500

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For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

The Department made substantial progress in accelerating innovation in the critical and emerging technologies and the Strategic Objective is on track. However, the U.S. is in a highly competitive environment and competition from other countries that outspend the U.S. by orders of magnitude threatens U.S. technological leadership, which has implications for national security. To remain a leader both in R&D and technology implementation, the U.S. needs increased investment and innovative partnerships with the private sector and academia to expand R&D efforts, apply innovative methodologies, and build and modernize the necessary research infrastructure. The CHIPS and Science Act demonstrates that Congress recognizes the semiconductor industry's critical role in America's future. However, key strategic and operational challenges persist, such as NIST's ability to maintain and modernize its facilities and infrastructure fall behind due to inefficient processes and competing priorities.

Actions to Advance Progress through FY 2024

NIST will prioritize its R&D efforts in critical and emerging technologies including quantum science, AI, advanced communications, and semiconductors to provide the measurement science and standards infrastructure necessary to support innovation. NIST continually seeks ways to maximize the relevance and quality of its scientific research and the dissemination of the results. To ensure achievement of its targets, NIST will:

- Support world class research capabilities in measurement science, forming the foundation of the global system of weights and measures, and enable innovation.
- Work with stakeholders across its programs to ensure NIST's research programs and capabilities are well-matched to their needs.
- Improve the efficiency and effectiveness of operations and facilities supporting its scientific research.

ITA's Office of Trade Agreements Negotiations and Compliance will continue current and anticipated future engagements with foreign governments to ensure their full trade agreement compliance as they implement new technology-related regulation, including that concerning artificial intelligence.

EDA's technology-based investment priority focuses on funding economic development planning or implementation projects that foster regional knowledge ecosystems for entrepreneurs and startups. This includes the commercialization of new technologies, that create technology-driven businesses and high-skilled, well-paying jobs of the future. EDA will award funding for this initiative.

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STRATEGIC OBJECTIVE 1.3 – Increase international cooperation and commerce

Lead Bureau: ITA

Contributing Bureaus: BEA, Census, EDA, MBDA, NIST, NTIA

Key Strategies:

- Deepen economic engagement with allies and partners to promote a resilient, inclusive, and sustainable global economy
- Increase U.S. exports by broadening access to the Department's network, programs, and services for U.S. small and medium-sized businesses with a focus on the Nation's underserved communities
- Assist U.S. exporters seeking foreign government contracts or projects, and address policies or actions by foreign governments that impede the exports of U.S. goods and services
- Attract job-supporting foreign direct investment (FDI) into the United States

Executive Summary of Progress

In FY 2022, the International Trade Administration (ITA) responded to approximately 200,000 inquiries from over 42,000 U.S. exporters, 85 percent of which were small and medium-sized enterprises (SMEs). Based on preliminary FY 2022 analysis, ITA facilitated more than \$130 billion in U.S. exports and inward investments supporting over 400,000 American jobs. This was accomplished through Export and Inward Investment Promotion functions as well as Commercial Diplomacy and Advocacy seeking to level the playing field for American businesses, ensure access to foreign markets, and counter foreign-sponsored competition. On average, U.S. exporter clients reported an increase of \$2.4 million or nearly 5 percent in annual revenue due to ITA assistance.

In FY 2022, ITA's inward investment promotion work yielded significant business results. ITA assisted nearly 10,000 unique investment clients—both foreign investors and U.S. economic development organizations—which led to 180 investment deals valued at nearly \$40 billion and supported over 34,500 U.S. jobs. These results were facilitated by ITA's annual SelectUSA Investment Summit, which marked the largest-ever investment summit in the United States. The event attracted over 3,600 attendees, nearly 2,000 international delegates from over 70 foreign markets, and approximately 650 representatives of U.S. economic development organizations from 51 U.S. states and territories.

ITA advanced its outreach and assistance to underserved business communities through key initiatives. ITA's [Rural Export Center](#) (REC) and Rural Team organized and participated in 31 outreach events with 776 participants to support rural underserved communities and completed 80 customized market research services for rural SMEs. ITA's [Global Diversity Export Initiative](#) (GDEI), which forges strategic partnerships to promote and support the economic impact of underserved businesses and communities, established eleven ITA Strategic Partnerships and made progress on an additional four partnerships in the approval process. GDEI also partnered with the Minority Business Development Agency (MBDA) to co-host a customized International Trade Resource Training series for the 75 National Network of MBDA Export Centers, Business Centers, and management. Nine sessions featured ITA employees

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to educate the MBDA National Network on the various aspects of international trade services and resources. With underserved communities as a priority, ITA's FY 2022 Market Development Cooperator Program ([MDCP](#)) competition resulted in 33 percent of winning applications selected from organizations that represent underserved groups.

To ensure that gender and equity considerations are incorporated across all programs, ITA established its Women's Economic Empowerment and Entrepreneurship Strategy. This guiding document leverages and builds upon ongoing activities and provides a strategic framework for future success. The Under Secretary of Commerce for International Trade led the Women in Tech Trade Mission, ITA's first-ever women-focused event series. In support of ITA's overall efforts to support women's economic empowerment, this mission comprised of tailored business-to-business matchmaking meetings, market intelligence briefings, and networking opportunities. ITA also launched the EUR EMPOWER HER Initiative with the American Chamber of Commerce in Europe network to advance gender equity and women's empowerment among U.S. companies operating in the region as well as roundtables with businesswomen and executives across the Middle East and Africa through its Women Empowered Leave Legacies through Trade and Investment program.

ITA's Privacy Shield Team led the interagency group that negotiated the European Union-United States Data Privacy Framework (EU-U.S. DPF). This initiative restabilizes the EU-U.S. data transfers that underpin the \$7 billion transatlantic economic relationship, strengthens privacy safeguards regarding U.S. signals intelligence collection, and introduces an independent redress mechanism for individuals who believe that their data has been mishandled. ITA also works with the European Commission to update the EU-U.S. Privacy Shield, which will be incorporated into the EU-U.S. DPF and enable the European Commission to issue a new adequacy determination for the EU-U.S. DPF. This deal addresses the concerns raised by the Court of Justice of the European Union when it struck down the Commission's adequacy decision underlying the Privacy Shield Framework in July 2020.

BEA, alongside the Census Bureau and in consultation with ITA, expanded the number of countries broken out in their monthly trade release. Eight additional countries were added to the geo-seasonal exhibits with the April 2022 statistics released in June 2022.

The Census Bureau led trade reconciliations (e.g., Ireland, United Kingdom, and the Republic of India) to better understand trade asymmetries and develop future agreements. Census also released a new experimental data product on the [business dynamics of U.S. Goods Traders](#) between 1992-2019 in December, 2021. The 2020 data will be released this fall. These annual measures show key economic data for items such as job creation and destruction, job expansion and contraction, and number of startups by firms' goods trading status.

Census released data products on [U.S. Exporting Firms by Demographics](#). These annual estimates provide export statistics, including export destination, for U.S. employer businesses by the sex, ethnicity, race, and veteran status of the business owners. The latest data available are from the [2020 Annual Business Survey \(ABS\)](#), covering reference year 2019. Data for the 2021 ABS, covering reference year 2020, will be released in FY 2023. Census also researched country of origin on foreign exports to improve measurement of this economic activity.

Census co-led the International Single Window Working Group of the Border Interagency Executive Council to evaluate, advise, and support the interagency business, technical, and legal analysis and research for government-to-government single window data exchange and connectivity. Census

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also contributed to the Department's Electronic Export Information (EEI) Working Group, which was developed in response to questions on the EEI requirement and mandates reporting for certain goods between the U.S. and Puerto Rico and U.S. Virgin Islands. A Final Rule was published to document the decision to continue the current EEI filing requirement for Puerto Rico. Census was also represented on the United Nations Statistics Division and Organization for Economic Cooperation and Development on working groups related to goods and services and engaging with Statistics Canada regarding improvements to the U.S.-Canada data exchange.

EDA evaluates project applications for its competitive grant process by ensuring they align with its investment priorities. These investment priorities provide an overarching framework to ensure EDA's grant portfolio contributes to local efforts to build, improve, or better leverage economic assets that allow businesses to succeed and regional economies to prosper and become more resilient. In FY 2022, EDA invested close to \$296 million in 91 economic development projects, including awards funded via its supplemental appropriations such as CARES or the American Rescue Plan Act, to help communities and regions build their capacity for economic development through supporting export-related activities and other business needs. These grants will help develop or improve community assets that businesses need to succeed.

Of the FY 2022 export-related awards, EDA Awarded \$13.5 million in 11 projects funded via the Trade Assistance for Firms (TAAF) program. EDA's TAAF program helps import-impacted U.S. firms develop and implement projects to regain global competitiveness, expand markets, strengthen operations, and increase profitability, thereby increasing U.S. jobs. This technical assistance is provided through a nationwide network of 11 non-profit or university-affiliated grantees, Trade Adjustment Assistance Centers (TAACs), to help U.S. firms in all 50 States, the District of Columbia, and the Commonwealth of Puerto Rico. Additionally, EDA invested close to \$130 million in 39 projects to help communities and regions build capacity and be better positioned to attract foreign direct investment.

MBDA helped minority business enterprises (MBEs) benefit from exporting as a business growth strategy and encouraged its clients to leverage e-commerce. MBDA awarded \$1.6 million to fund four Export Centers located in Arizona, Houston, Miami, and San Antonio. These programs are specifically designed to help minority-owned firms create jobs, compete in the global economy, and grow their businesses. For FY 2022, these export centers have generated \$118 million in exports.

NIST awarded more than \$7 million in funding to 23 U.S. small businesses in 14 states through two separate efforts under its Small Business Innovation Research (SBIR) program in FY 2022. These awards advance technologies for COVID-19 response, manufacturing, medical diagnostics, and more.

The FirstNet Authority presented at and attended conferences (e.g., Critical Communications World, Global Public Safety Operators Conference) that focus on public safety communications and participated in wireless standards setting in international forums. Each month, the FirstNet Authority exchanges concepts and ideas specific to building and operating public safety broadband networks with a group of nations (e.g., United Kingdom, France, Australia, New Zealand) building and operating similar networks.

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Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	ITA	Number of investment clients assisted	6,850	6,471	6,921	11,721	9,932	10,000	Met	11,000	TBD
Current/Recurring	ITA	Percentage of U.S. Exporter Clients That are Small and Medium-Sized Enterprises	—	—	86%	86%	85%	80%	Exceeded	80%	TBD
Current/Recurring	ITA	Number of U.S exporters assisted (i.e., non-digital)	33,086	29,557	31,249	31,526	32,520	33,000	Met	35,000	TBD
Current/Recurring	EDA	Number of economic development grants made to communities and regions to help build the capacity to support the export-related activities and needs of businesses	93	57	68	96	91	86	Exceeded	47	TBD
Current/Recurring	EDA	Dollar amount of economic development grants made to communities and regions to help build the capacity to attract foreign direct investment	\$48.40	\$70.20	\$53.30	\$112.49	\$129.49	\$101.24	Exceeded	\$16.34	TBD
Disc.	MBDA	Minority business jobs created or retained	976	1,450	1,377	1,946	—	—	N/A	DISC	DISC

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

Strategic Conclusions and Recommendations

In FY 2022, ITA introduced enhancements to its assistance of U.S. export and inward investment clients through the modernization of digital capabilities and tailored outreach efforts. ITA will continue its digital transformation to promote the export of goods and services more effectively from the United States, advance and protect American business interests abroad, and attract and retain investment into the U.S. economy. In doing so, ITA will carefully balance resources while focusing on its strategic priorities: supporting SMEs and underserved communities, strengthening relations with global allies and partners, and countering non-competitive policies and actions by strategic adversaries, such as the People's Republic of China.

In support of the Department's FY 2022-2026 Strategic Plan and in alignment with the President's Management Agenda, ITA is implementing an Agency Priority Goal (APG) for FY 2022-2023 of accelerating its digital transformation to double the annual number of clients assisted, with a particular focus on SMEs and the underserved communities. ITA exceeded its quarterly targets throughout the first fiscal year of the APG and remains on track to achieve its two-year targets.

Actions to Advance Progress Through FY 2024

ITA data and analysis indicate that the strategies detailed in Commerce's FY 2022-2026 Strategic Plan effectively position ITA to execute its mission and carry out the Administration's priorities. Planned actions through FY 2024 include the following:

- Conduct outreach to U.S. businesses, workers, and trade associations to raise awareness of ITA's market access, trade enforcement, and trade agreements compliance responsibilities; identify industry trade problems in these areas; and promote ITA resources and efforts available to address them—with a particular focus on the underserved community with tailored programs and broadened access to ITA's network, trade resources, and services.
- Support economic recovery of U.S. SMEs due to the protracted impact of COVID-19, supply chain disruptions, and global inflationary pressures by engaging foreign buyers, partners, and decisionmakers to maintain and build business relationships through new and innovative ITA virtual and in-person initiatives.
- Continuously advocate for the United States as the world's premier market for conducting business, attract foreign investors, and assist states and localities to facilitate job-creating investments into U.S. communities.
- Support U.S. company resilience to foreign economic and geopolitical coercion, policies and practices of malign actors and their sponsored entities in third country markets, and promote U.S. standards and business practices worldwide.
- Position resources to optimally support U.S. businesses in critical markets, sectors, and infrastructure projects worldwide.
- Coordinate with the Department of Justice and the Office of the Director of National Intelligence on next steps related to the Trans-Atlantic Data Privacy Framework and in preparation of the Administration's issuance of a new Executive Order and the development of the European Commission's adequacy decision underpinning the Privacy Shield Framework.

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- Promote the expansion and uptake of the Global Cross Border Privacy Rules forum to facilitate data protection, privacy, and interoperability in support of the free flow of data.
- Incorporate diversity, equity, inclusion, and accessibility in recruitment practices to continuously attract, hire, and retain a talented and diverse workforce that reflects the civilian labor force.

Major internal and external factors that may impact progress include ongoing supply chain vulnerabilities in areas critical to national, economic, and health security; growing economic and geopolitical ambitions of malign actors and their sponsored entities; and global climate-related challenges to economic growth and U.S. competitiveness.

Exports and Foreign Direct Investment (FDI) will remain an investment priority for EDA through FY 2024.

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

STRATEGIC OBJECTIVE 1.4 – Protect national security interests and enforce trade rules

Lead Bureau: BIS

Contributing Bureaus: ITA, NIST

Key Strategies:

- Administer and enforce export controls and foreign investment restrictions to protect against inappropriate use of U.S. technologies
- Enforce U.S. antidumping and countervailing duty trade remedy laws
- Identify and protect emerging technologies essential to national security

Executive Summary of Progress

The Bureau of Industry and Security (BIS) accomplishes its mission to advance U.S. national security, foreign policy, and economic objectives by ensuring an effective export control and treaty compliance system, and by promoting continued U.S. strategic technology leadership. Efforts include ongoing identification of items important to U.S. national security, including emerging and foundational technologies, maintaining robust enforcement of controls, ensuring that U.S. and foreign businesses understand and comply with the Export Administration Regulations (EAR) through ongoing education, and building consensus among international partners to stop the export of sensitive items to malign actors.

In FY 2022, BIS played a critical role in advancing key national security and foreign policy priorities by effectively utilizing the bureau's policy and technical expertise, comprehensive outreach programs, and regulatory and enforcement authorities. BIS intensified its efforts to implement policies and engage in enforcement activities that address strategic national security threats and foreign policy objectives. These threats include attempts by arms embargoed countries, such as China, Russia, and Iran, to obtain U.S. technology and commodities to improve their military capabilities, to produce weapons of mass destruction, and to conduct ongoing terrorist activities. The foreign policy objectives include protection of human rights.

BIS is committed to its statutory responsibilities under Section 1758 of the Export Control Reform Act (ECRA) of 2018 including identifying and implementing appropriate export controls on emerging and foundational technologies essential to our national security. BIS works with industry, other government organizations, and U.S. allies to identify potential dual-use applications as early as possible in their developmental stages both within the United States and abroad. BIS also implements export controls effectively and judiciously, while engaging and acting, when possible, with like-minded allies and partners.

Since enactment of ECRA, BIS identified 42 technologies for export controls pursuant to section 1758 of ECRA: 41 multilateral controls and 1 unilateral control. In FY 2022, BIS imposed controls on four new technologies and proposed controls on six others.

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In FY 2022, BIS held 47 domestic and international technology meetings and engagements on section 1758 technologies. In addition, BIS reviewed more than 3,000 technologies (e.g., commodities, technical data, software) pursuant to section 1758, through its commodity classification and license determination processes, as well as its participation in the Committee on Foreign Investment in the United States (CFIUS). Through CFIUS, BIS reviewed technologies associated with 281 cases and 178 declarations. Each CFIUS filing may contain numerous technologies.

BIS implemented military end-use controls to prevent exports that would enhance the military capability of countries with interests contrary to the United States including the People's Republic of China, Russia, Venezuela, and Burma. For example, in 2022, U.S. exports to Russia in categories of items subject to BIS licensing requirements decreased 97.5% by value as compared to the same time-period in 2021. Overall U.S. exports to Russia have decreased 87.8% in value over the same time-period. Additionally, since BIS controls were in full effect, there was a 68% percent reduction by value of global exports of semiconductors to Russia compared to the same period last year.

Since Russia's invasion of Ukraine, BIS published fifteen rules implementing stringent new export control requirements to restrict Russia's access to items that it needs to project its power and fulfill its military ambitions. BIS's rules included multiple additions of Russian or Russian-supporting entities to the Entity List (i.e., supplement no. 4 to part 744 of the Export Administration Regulations (EAR)).

BIS enforcement results, from existing and new controls, are significant. In FY 2022, BIS investigations resulted in 58 individuals and businesses convicted of criminal violations, \$488,600 in criminal fines, \$1,568,319 in forfeitures, \$8,301,259 in restitution, and 1,509 months of imprisonment. This is the highest ever number of convictions, restitution amount, and months in prison since tracking began. BIS's unique administrative enforcement authorities resulted in 51 conviction-based export denial orders, 4 Final Orders issued resulting from administrative Charging Letters, and \$1,949,372 in administrative penalties.

BIS prioritizes preventing export violations as well, and issued 517 warning letters, completed 658 detentions, 93 seizures, 65 arrests, 12 new Temporary Denial Orders (TDO) and 5 TDO renewals. This is the highest ever number of TDOs and denial orders issued since tracking began. Additionally, since the enhanced Russia controls became effective on February 24, 2022, BIS conducted 641 outreaches to individuals or companies, detained or seized 239 shipments valued at \$93.7 million, and opened 137 investigative cases. BIS further leveraged its unique administrative authorities to target Russia's commercial aviation sector and the private aircraft of Russia's oligarchs by publicly identifying 184 Russian, Belarusian, and Iranian aircraft that have flown into Russia in violation of BIS controls, thereby making any activity involving such planes (e.g., export, servicing) a violation of the EAR, which significantly impacted these airlines' operations. During FY 2022, BIS issued 12 Temporary Denial Orders (TDO) for aircraft related to Russian aircrafts. BIS issued charging letters against Russian oligarch Roman Abramovich and PJSC Lukoil, a Russian multinational oil and gas corporation, as well as worked with the Department of Justice on the execution of seizure warrants for four airplanes owned by Abramovich, Russian oligarch Andrei Skoch, and Lukoil worth more than \$500 million.

BIS investigations had a direct impact on many of the Department's top priorities. For Russia centric investigations BIS had eight criminal convictions, 10 plea agreements, 30 criminal indictments and criminal investigations, 12 TDO, 20 seizures and 65 issued court orders. For investigations that primarily

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involved China BIS had nine criminal convictions, two subjects found guilty at trial, four plea agreements, 13 criminal indictments or criminal investigations, one criminal complaint, four arrests, two TDO, eight seizures and 56 issued court orders. And when the focus of the investigation was Iran BIS had 10 criminal convictions, two found guilty at trial, 10 criminal indictments or criminal investigations, three criminal complaints, four arrests, one TDO, five seizures and 112 issued court orders.

BIS also initiated three major initiatives to upgrade its enforcement posture, to include: (1) prioritizing and strengthening administrative enforcement to create a level playing that incentivizes investments in compliance through making charging letters public, eliminating “no admit, no deny” settlements, raising penalty amounts, introducing non-monetary resolutions for cases without serious national security harm, and revising the voluntary self-disclosure process to prioritize serious violations; (2) strengthening antiboycott enforcement by establishing penalty tiers that more accurately reflect harm caused by boycott violations, raising penalty amounts, eliminating “no admit, no deny” settlements, and enhancing focus on boycott activities of foreign subsidiaries of U.S. companies; and (3) establishing and implementing an academic outreach initiative to partner with universities on export compliance through prioritized outreach with elevated risk profiles, assigning special agents to such universities, offering briefings on threats and export compliance screening, and training assistance on export compliance programs.

ITA enforced U.S. trade laws to defend American manufacturers, workers, and farmers from unfair trade throughout FY 2022 as well as monitored and ensured compliance with trade agreements, assessed foreign direct investment (FDI) impacts on national security, and improved international intellectual property protections. In November 2021, ITA enacted modifications to its antidumping (AD) and countervailing duty (CVD) regulations that improved enforcement activities designed to defend U.S. companies from unfair and illegal trade practices. These regulations represent the most comprehensive updates to trade enforcement in more than two decades. The new regulations apply to various aspects of AD/CVD proceedings, including:

- Standalone rules governing circumvention inquiries and determinations.
- Rules for the Department to assist U.S. Customs and Border Protection in combating duty evasion.
- Rules to prevent abuse of new shipper reviews.
- Rules updating the procedures and standards for scope inquiries and rulings.
- Revised timeline for submitting comments pertaining to industry support.

Trade enforcement activity—including new investigations and circumvention inquiries—is at a historic high, consistent with the Administration’s goal to make trade free, fair, and reciprocal. Through FY 2022, ITA administered 662 AD/CVD orders, an all-time high and an increase of 63 percent since the start of 2018. During FY 2022, ITA initiated 34 new AD and CVD investigations and was conducting 24 AD/CVD investigations. Through its Trade Agreements Compliance Program, ITA successfully closed 38 compliance cases in FY 2022, protecting U.S. export opportunities by ensuring that foreign governments around the globe honored U.S. rights under multilateral, regional, and bilateral trade agreements. ITA worked with the United States Trade Representative and the interagency on efforts to reinvigorate standing World Trade Organization (WTO) Committees for compliance activities and focused efforts on securing baseline WTO transparency and fairness compliance in support of new and ongoing U.S. trade agreement negotiation activities outside of the WTO.

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ITA implemented Foreign Investment Risk Review Modernization Act (FIRRMA) requirements through its Committee on Foreign Investment in the United States (CFIUS) team. Through FY 2022, DOC met its FIRRMA obligations by meeting the expected increase in CFIUS cases under FIRRMA for ITA and BIS. ITA's Office of Investment Security coordinates DOC's inputs as a statutory member of CFIUS. This office also shared market analysis and other industry-specific research for the other agencies on CFIUS.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	BIS	Number of actions resulting in a deterrence or prevention of a violation, and cases resulting in a criminal or administrative charge	1,777	1,802	1,667	2,018	1,864	1,600	Exceeded	1,600	1,600
Current/Recurring	BIS	Number of exporters educated and trained through outreach activities	27,997	24,000	60,511	64,528	28,270	25,000	Exceeded	25,000	25,000
Current/Recurring	BIS	Percent of licenses requiring Information Triage Unit (ITU) report completed by Export Enforcement (EE) within ten Executive Order days of referral	88%	94%	93%	94%	94%	90%	Exceeded	90%	90%
Current/Recurring	BIS	Number of end-use checks completed	1,042	1,171	987	1,030	1,151	830	Exceeded	830	1,030
Current/Recurring	BIS	Percent of declarations received from U.S. industry in accordance with CWC timelines that are processed in time for the U.S. to meet treaty obligations	100%	100%	95%	100%	100%	100%	Met	100%	100%

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Strategic Conclusions and Recommendations

While accomplishing its mission, BIS faces challenges, including hiring and retaining qualified personnel (e.g., policy and licensing officials, engineers, and enforcement agents) due to the difficulty of identifying and recruiting individuals with the necessary expertise. BIS would benefit from expanded authority to address U.S. persons' activities supporting military, national intelligence, and national police in countries of national security concern, as well as an effective asset forfeiture program.

Actions to Advance Progress Through FY 2024

BIS will engage with other U.S. Government agencies, U.S. allies, industry, academia, and the public to identify emerging and foundational technologies that should be subject to new or expanded export controls. Once identified, BIS will work with its allies in international export control regime meetings to urge adoption of these controls. BIS will ensure that its internal processes take a maximum of three months to prepare implementing rules for such controls. BIS will also ensure that its technical advisory committees provide guidance on emerging and foundational technologies and evolving export challenges on a quarterly basis. Additionally, BIS will work with allies and partner countries on topics of mutual interest and engage with other U.S. Government agencies and Congress to enhance and refine its regulatory and enforcement authorities.

Trade enforcement activity is at a historic high, a level which is consistent with the Administration's goal to make trade free, fair, and reciprocal. ITA anticipates a continued upward trend in AD/CVD activity, as domestic manufacturers file new AD/CVD petitions and DOC conducts proceedings based on AD/CVD orders already in place.

STRATEGIC OBJECTIVE 1.5 – Promote accessible, strong, and effective intellectual property rights to advance innovation, creativity, and entrepreneurship

Lead Bureau: USPTO

Contributing Bureaus: ITA

Key Strategies:

- Improve equitable and affordable access to the IP system
- Enhance patent quality and compact prosecution
- Reduce trademark pendency and protect the integrity of the register
- Protect and enforce IP abroad

Executive Summary of Progress

The United States Patent and Trademark Office (USPTO) plays a critical role in promoting innovation by granting patents, registering trademarks, and helping to secure the Intellectual Property (IP) rights of creators and entrepreneurs across virtually all sectors of the economy. For FY 2022, the USPTO met its target of 80% of total Patent Term Adjustment (PTA) compliance for mailed actions (i.e., office actions the agency mailed to applicants). An office action is an official letter from the patent examiner to the patent applicant during the patent examination process. The USPTO did not meet the PTA compliance target for remaining inventory (i.e., cases awaiting action from the USPTO); the PTA compliance result was 85%, 2% below the target. The underperformance was due to the increase in applications awaiting a first office action.

As part of its continued effort to issue robust and reliable patents, the USPTO launched Similarity Search, an internal tool for patent examiners. This tool represents a significant advancement in leveraging the power of artificial intelligence (AI) to conduct patent searches. The Similarity Search capability enables patent examiners to search patent applications and provides new flexibilities to emphasize application text and patent classifications. The AI is powered by world-class models that calculate similarity based on patent document text, classifications, document citations, and human ratings and feedback. This new capability searches across U.S. patents back to 1836, all U.S. pre-grant publications, and foreign image and text (FIT) foreign patent documents that are already available in the Patents End-to-End search tool. The Similarity Search capability is updated regularly with newly published documents.

As with patents, registered trademarks play a critical role in promoting innovation across virtually all sectors of the economy. This section highlights the USPTO trademark program's accomplishments in FY 2022 in relation to delivering trademark services that promote innovation. The USPTO received 787,795 trademark application classes for registration in FY 2022. Although the rate of new trademark applications is approximately 20% lower than FY 2021's unprecedented high, trademark filings in FY 2022 are still roughly 7% higher than in FY 2020. While FY 2022 trademark applications decreased from

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the number received in FY 2021, the USPTO is still managing a historic unexamined application inventory resulting from a surge in applications coinciding with the global economic stimulus related to COVID-19 during the prior two years. As a result of high inventories and relatively finite examination capacity, the USPTO did not meet its two pendency targets for trademark applications in FY 2022. First Action Pendency was 8.3 months, 0.8 months higher than the top range of the target, of 7.5 months. The Total Pendency average was 13.8 months, 0.3 months higher than the target of 13.5 months. The USPTO met and exceeded all trademark quality targets. Compliance rates for trademark first and final office actions were 96.2% and 98.5%, respectively, versus the 95.5% and 97% target compliance rates. The Exceptional Office Action standard, which measures the quality and effectiveness of writing in trademark office actions, measured 60.3% as compared to a target of 50% for the year. In addition, the USPTO achieved notable successes in FY 2022, including:

- Established a permanent trademark (TM) Academy for examining attorneys.
- Hired and onboarded planned positions providing critical incremental capacity for examination, TM services, and legal support.
- Maintained remote workforce in 50 states and U.S. territories.

The USPTO trains audiences on best practices in Intellectual Property (IP) protection and enforcement. In FY 2022, the USPTO conducted 222 training programs through its Global Intellectual Property Academy (GIPA), including programs coproduced with the USPTO's regional offices, serving over 18,600 individuals. Approximately 62 percent were patent, trademark, and copyright officials; prosecutors; police; customs officials; and policy makers from the United States and 162 other countries, including intergovernmental organizations. Approximately 38 percent of all attendees were representatives of U.S. small and medium-sized enterprises (SMEs); IP practitioners; and IP owners and users.

The International Trade Administration's (ITA's) Office of Standards and Intellectual Property (OSIP) manages the inter-agency [STOPfakes](#) program, which provides expertise and resources to U.S. businesses and consumers on the importance of protecting intellectual property (IP), including in export markets. In FY 2022, the STOPfakes program engaged with more than 3,500 individuals focused on intellectual property rights, including more than 600 businesses at the Consumer Electronics Show. In partnership with U.S. Export Assistance Centers, MBDA, and the Federal Consortium on Advanced Batteries, STOPfakes produced virtual webinars to expand into additional communities. The STOPfakes team also created a STOPfakes Intellectual Property toolkit for Clean Tech, which has received more than 1,000 impressions since its launch in September 2022.

The USPTO continues to work toward global IP harmonization. In FY 2022, the USPTO established cooperative agreements designed to improve IP systems and enhance the enforcement of rights with the IP offices of Japan, the European Union, Saudi Arabia, Malaysia, France, and Peru as well as the National Research Development Corporation of India and the World Intellectual Property Office. The USPTO and ITA also work with China to implement better IP protections for trade secrets and patents in accordance with the Economic and Trade Agreement between the Government of the United States of America and the Government of the People's Republic of China, with Phase One signed on January 15, 2020. USPTO and ITA participate robustly in United States Governmentwide trade policy processes to improve international IP protections and enforcement practices available to U.S. rights holders. These include bilateral and multilateral negotiations and dialogues, as well as annual country review processes such as Special 301.

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Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	USPTO	Patents total PTA Compliance, all mailed actions	—	—	83%	83%	80%	80%	Met	80%	79%
Current/Recurring	USPTO	Patents PTA compliance, remaining inventory	—	—	88%	86%	85%	87%	Not Met	86%	86%
Current/Recurring	USPTO	Trademark average first action pendency in months	3.4	2.6	3.0	6.3	8.3	7.5	Not Met	8.5	8.5
Current/Recurring	USPTO	Average processing time for trademark applications	9.6	9.3	9.5	11.2	13.8	13.5	Not Met	14.5	14.5
Current/Recurring	USPTO	Percentage of prioritized countries for which intellectual property country teams have made progress on at least 3 of the 4 performance criteria	100%	66%	100%	100%	100%	66%	Exceeded	66%	66%

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Strategic Conclusions and Recommendations

The USPTO continues to focus on investments in patent examination quality, including application readiness, continuation practice, prior art and searching, training, and prosecution changes and enhancements to improve patent durability. The USPTO is also expanding its efforts to increase participation in the innovation ecosystems by encouraging, empowering, and supporting all future innovators. The USPTO’s Council for Inclusive Innovation’s (CI²), chaired by the Secretary of Commerce and the Director of the USPTO, the Vice Chair, mission is to develop a national strategy for increased participation of underrepresented inventors, including increasing the involvement of women and other underrepresented groups, by offering resources and services to those new to innovation.

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In addition to launching the USPTO's newly rolled out [inclusive innovation page](#), which offers those new to the innovation ecosystem resources and services to encourage and support their participation, its launching a first set of initiatives to encourage, empower, and support the innovators of tomorrow. These new initiatives include:

- **Innovation internship program** - The future of our country hinges on the dreams, aspirations, and persistence of our youth. To help them achieve success, we provide high school, college, and law school students with a range of unique opportunities to leverage their innate skills while building new ones for continued growth. The goal is students will participate in [USPTO student programs](#) and then be ambassadors in their communities to let other students know that intellectual property (IP) is a gateway to future success.
- **First-time filer expedited examination petition** - The USPTO receives approximately 40,000 patent applications per year that name at least one inventor who is a first-time filer. For some first-time micro entity filers, speeding up the time to secure a patent could accelerate their ability to bring their ideas to impact – to start companies, secure investment and create jobs. To support their journeys, the USPTO announced a new fast-track program that will provide expedited examination and early indication of patentability for first-time micro entity filers. The fast-track program will include additional support for filings in the program including training as a prerequisite to participation in the program. This program supplements the USPTO's other expedited examination programs including those supporting COVID, cancer immunotherapy, and green technology. For a full listing of options, visit the [initiatives](#) page of the USPTO website.
- **Expansion of free legal services** - By expanding access to free legal services, the USPTO can assist more under-resourced innovators protect their ideas and bring them to market. The USPTO finds that when it reaches people where they are, it supports a wider swath of Americans including more veterans, those having a lower socio-economic status, those outside of technology hubs, and those who have traditionally not had access to the innovation ecosystem. Whereas approximately 13% of named inventors on U.S. patents are women, 41% of Patent Pro Bono Program applicants who responded to a survey in 2021 identified as women. In addition, 30% identified as African American, 14% as Hispanic, 5.6% as Asian American or Pacific Islander and 1.5% as Native American. A [recent USPTO study](#) found that only 12.8% of all inventors named on U.S. patents are women. At the same time, a [Harvard study](#) revealed that white individuals are three times more likely to invent than Black individuals. The reasons for these disparities are complex, and the solutions rarely are simple. However, these imbalances have significant, measurable, and far-reaching effects on our economy. Based on the success of the Patent Pro Bono Program, the USPTO recently launched a [Trademark Trial and Appeal Board Pro Bono Program](#), and a [Patent Trial and Appeal Board Program](#). These programs provide free legal assistance to under-resourced inventors and businesses involved in patent and trademark proceedings before the Boards. The USPTO is also expanding both its Law School Clinic Certification Program as well as its support of regional patent pro bono programs.
 - The USPTO's [Law School Clinic Certification Program](#) includes over 60 participating law school clinics that provide legal services at no charge to inventors and small business owners. Expanding this program to more law schools and students means increasing opportunities for more innovators to receive important pro bono services to help bring their ideas to reality. It also provides for more opportunities for more students to explore the world of intellectual property and contribute more meaningfully upon graduation.
 - The USPTO also supports 21 independently operated pro bono regional programs across the country as part of the USPTO's [Patent Pro Bono Program](#) (PPBP). The PPBP is available in all 50 states, the District of Columbia, and Puerto Rico. The USPTO is working with

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participating regional patent pro bono programs on plans to expand their work, including by infusing more funding into their programs, so they can help even more innovators.

- **Community outreach campaign** - The USPTO employs more than 9,000 patent examiners and trademark examining attorneys across the country. These are intellectual property (IP) experts whose work propels innovation forward and protects inventions and brands. The USPTO employees have the experience and knowledge to help communities meaningfully pursue invention, entrepreneurship, and creativity and to protect their ideas, brands, and creations. The USPTO will pilot a volunteer program that will leverage the USPTO's nationwide workforce as a powerful tool for educating local communities on the importance of IP, with the goal of increasing IP literacy and participation in the innovation ecosystem across our nation's full population. Volunteer employees – or USPTO IP champions – will engage with new audiences on the importance of protecting ideas and brands to help foster new businesses and economic activity.

In addition to these initiatives, the USPTO continues to support the [National Summer Teacher Institute \(NSTI\)](#), a program that combines experiential training tools, practices, and project-based learning models to support elementary, middle, and high school teachers and increase their knowledge of inventing and innovating; and [Camp Invention](#), a Science, Technology, Engineering, and Mathematics (STEM) summer camp program for grades K-6 that turns curious kids into innovative thinkers.

The USPTO launched Women's Entrepreneurship (WE), a community-focused, collaborative, and creative initiative to inspire women and tap their potential to meaningfully increase equity, job creation, and economic prosperity. While women represent the fastest growing category of entrepreneurs worldwide, they are less likely secure the capital and the intellectual property protections they need to attract investment and become sustainable. Further, women are severely underrepresented as business owners compared to men. According to the U.S. Census Bureau's Annual Business Survey (ABS), men have an ownership stake in about 80% of U.S. businesses and a majority ownership share in 63% of U.S. businesses. Meanwhile, women hold an ownership stake in about 37% of U.S. businesses, but only had a majority share in 21% of businesses. WE will build on efforts across the private sector and government to inspire and support start-ups and aspiring women entrepreneurs, by connecting them with each other and with sources for funding. WE includes a new [online hub](#) for aspiring women entrepreneurs to provide key information on how to get started, identify and protect their intellectual property, options for securing funding, and building and maintaining a network.

In FY 2022, the USPTO addressed the growing number of pending trademark applications and unprocessed trademark applications by increasing their production capabilities. This was achieved by hiring more examiners and improving their internal processes using technology and better management strategies. The USPTO also created the Trademark Academy in the same year to train new examiners in an efficient and consistent manner.

Despite strains on capacity, the USPTO met and exceeded all trademark quality targets in FY 2022. To maintain a high level of quality, USPTO uses quality review data to target training needs and develop / improve guidance for trademark examining attorneys. Guidance to trademark examining attorneys primarily takes the form of the Trademark Manual of Examining Procedure (TMEP). The TMEP outlines the practices and procedures for prosecution of trademark applications and maintenance of trademark registrations, and it is regularly updated to incorporate emerging issues and developing case law. To improve the efficiency and quality of examinations, in December 2022, all Trademark examining attorneys were required to use TM Exam, a browser-based end-to-end examination system launched in August 2021.

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Trademark timeliness and quality are critical to the mission, but integrity of the trademark register is also a major priority. The USPTO's Register Protection Program features a variety of initiatives implemented over the course of many years, including the Post Registration Audit and the post registration goods/services deletion fee, the Administrative Sanctions Process, Trademark Modernization Act (TMA) nonuse cancellation proceedings before the Director, and ID verification, which work in tandem to build a protective fence around the trademark filing system.

In recent years, the USPTO saw an increase in malicious and damaging uses of its filing systems. In October 2019, Trademarks began requiring filers to log in to a USPTO.gov account with two-step authentication to use the filing systems. As a result, by August 2022, the USPTO began requiring USPTO.gov account holders filing trademark documents to verify the identities associated with their accounts, either through an automated online identity (ID) verification process or through a notarized paper form.

All Americans—regardless of race, gender, geography, or economic conditions—should have the opportunity to innovate and reap the rewards from innovation through entrepreneurship and commercialization. Ensuring equitable access to the U.S. IP system is a critical component of fueling that economic engine. The USPTO will engage with the public to bring awareness and accessibility to the innovation ecosystem through various means, including its [inclusive innovation efforts](#), [CI²](#), [WE](#), [internships](#), [legal assistance](#), [K-12 training](#), and much more.

Actions to Advance Progress Through FY 2024

The USPTO will focus on PTA timeframes, to reduce the number of patent term adjustments issued and provide applicants with improved predictability. Reducing the number of patent term adjustments issued provides consistent pendency for all applications, reduces uncertainty in the marketplace, and ensures that patents expire and become available to the public at the statutorily defined time of 20 years from filing. Additionally, the USPTO is committed to emphasizing quality and training in issuing reliable and predictable patents. The terms “reliable” and “predictable” apply to patents the USPTO issues in compliance with all the requirements of Title 35 of the U.S. Code (U.S.C.) as well as the relevant case law at the time of issuance. The USPTO will develop the examining corps by investing in a range of opportunities for technical and legal training. For example, these opportunities include training on subjects relating to 35 U.S.C. § 102, 35 U.S.C. § 103, 35 U.S.C. § 101, 35 U.S.C. § 112, and search. Additionally, the USPTO will train stakeholders on USPTO practices and procedures to improve applicant submissions, including initial filings and USPTO action responses, and to improve collaboration between applicants and examiners. Further, the USPTO's quality assurance program remains the agency's foundation for assessing its multiple efforts to improve reliability and consistency. Under this program, the USPTO reviews a random sample of patent examiners' work products to provide timely, reliable, and meaningful indicators of examination quality.

The USPTO will continue exploring opportunities to make trademark examination more efficient, especially considering the uncertainty of incoming application demand levels. The USPTO will also continue usage of the USPTO's Administrative Sanctions Program as a deterrent for suspicious trademark activities.

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Live STOPfakes Roadshows are scheduled to resume in FY 2023 with speakers from ITA, USPTO, the Federal Bureau of Investigation, Customs and Border Protection, and the Department of State. The STOPfakes team is returning to the Consumer Electronics Show followed by plans for Roadshows throughout the country, including in Wisconsin, California, and Maine.

The USPTO will provide training to foreign government agencies and capacity building to a variety of audiences to promote protection and enforcement of American innovators and creators' IP in the United States and abroad. Progress continues toward cooperative agreements with the IP offices in Laos, Moldova, Egypt, Tunisia, Qatar, Taiwan, Nepal, Morocco, Malaysia, and Indonesia to improve IP systems and enforcement of IP rights. The USPTO is in the process of selecting an IP attaché to staff a new position in Johannesburg, South Africa that is projected to open in 2023. ITA will work with USPTO, the IP Attachés, and other agency experts to help stakeholders address IP-related trade impediments arising in foreign markets, as well as develop additional digital resources and educational programming.

The USPTO will work with the CI² to offer resources and services to those new to innovation to build a more diverse and inclusive innovation ecosystem. The USPTO will take steps to improve the data available to identify and address inequities in use of America's IP system. The USPTO will engage with the public to bring awareness and accessibility to the innovation ecosystem through various means, including its [inclusive innovation efforts](#), [CI²](#), [WE](#), [internships](#), [legal assistance](#), [K-12 training](#), and much more.

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STRATEGIC OBJECTIVE 1.6 – Improve the Nation’s cybersecurity and protect Federal Government networks

Lead Bureau: NIST

Contributing Bureaus: BIS, ITA, NTIA

Key Strategies:

- Develop and disseminate robust technical standards and cybersecurity best practices
- Improve the security and integrity of the technology supply chain
- Deliver cybersecurity-enhancing research and technology solutions to industry and government stakeholders
- Expand cybersecurity training and workforce development and increase access to underrepresented communities

Executive Summary of Progress

NIST is the Department’s lead agency on cybersecurity issues. Through internal research and collaboration with the private sector, academia, standards development organizations, other Government agencies, and national and international stakeholders, NIST is addressing current and future measurement research that supports the Nation’s cybersecurity. During FY 2022, to address the President’s Executive Order 14028: Improving the Nation’s Cybersecurity, NIST enhanced cybersecurity through the following initiatives related to the security and integrity of the software supply chain:

- Released [summary report](#) on Progress Implementing Section 4 of Executive Order 14028.
- Released a [summary report](#) on the labeling initiatives under Executive Order 14028.
- Issued [new Executive Order 14028 Guidance for Cybersecurity Supply Chain Risk Management](#).
- [Issued guidance on software, IoT security and labeling](#).

ITA strengthened coordination among allies and like-minded partners to increase participation in standards development organizations, develop shared positions in intergovernmental standards-setting bodies, and develop principles that stand for shared democratic values and fundamental rights. ITA co-leads the Technology Standards Working Group under the Trade and Technology Council, which identifies standard activities of mutual interest to the United States and European Union for future cooperation and plays a major role to support the Technology Standards Development Working Group of the Quadrilateral Security Dialogue.

Strategic Goal 1: Drive U.S. Innovation and Global Competitiveness

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	NIST	Number of companies and organizations exposed to National Cybersecurity Center of Excellence (NCCoE) produced cybersecurity guides and other products	7,710	8,995	12,100	13,121	14,343	13,500	Exceeded	15,000	17,000
Current/Recurring	NIST	Number of resources derived from the cybersecurity framework	94	133	159	179	189	185	Exceeded	190	150
Current/Recurring	NIST	Cumulative number of collaborators on NCCoE projects	176	190	294	396	513	340	Exceeded	440	525

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

During FY 2022, the Department made substantial progress in providing industry and government with robust cybersecurity standards and best practices, shaping cybersecurity policy, and delivering resources and research to help address the Nation’s pressing cybersecurity challenges. However, cybersecurity threats are evolving, so engagement with Department leadership and coordination of efforts across bureaus will help ensure that the Department timely delivers the products and services needed to strengthen U.S. cybersecurity. To continue progress on addressing these challenges while maintaining focus on foundational research, the Department should work to streamline clearance of NIST publications and guidance.

Actions to Advance Progress Through FY 2024

NIST will carry out critical cybersecurity responsibilities under laws including the National Defense Authorization Act, Federal Information Modernization Act of 2014, Internet of Things Cybersecurity Improvement Act of 2020, NIST Small Business Cybersecurity Act, and Cybersecurity Enhancement Act of 2014, and Executive Order 14028: Improving the Nation’s Cybersecurity. The priority areas include but are not limited to cryptography, education and

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workforce, emerging technologies, risk management, identity and access management, measurements, privacy, cybersecurity in supply chains, trustworthy networks, and trustworthy platforms. In FY 2023 NIST plans to release a complete AI Risk Management Framework following drafts and workshops in FY 2022 and release an update to the NIST Cybersecurity Framework – CSF 2.0.

STRATEGIC OBJECTIVE 1.7 – Advance U.S. leadership in the global commercial space industry

Lead Bureau: NOAA

Contributing Bureaus: BEA, BIS, EDA, ITA, MBDA, NIST, NTIA

Key Strategies:

- Coordinate regulatory functions across domestic and international stakeholders to promote competitiveness, and increase legal certainty for U.S. commercial space businesses
- Grow the customer base for U.S. commercial space goods and services
- Improve space safety and sustainability
- Promote commercial space innovation
- Advance development, use, and application of space-based Earth observation capabilities to empower better decision making by the public and private sector

Executive Summary of Progress

The Department improved the safety of commercial space activities as Earth's orbits become increasingly congested with traffic and debris. Commerce demonstrated a prototype open data platform that, when fully operational, will provide civil and commercial satellite operators with Space Situational Awareness (SSA) services to improve operational safety. Commerce advocated for the economic interests of the U.S. commercial space sector in the development and release of three White House space policies, including a new [United States Space Priorities Framework](#). Commerce engaged in dialogue with U.S. space companies and co-hosted with the Department of Homeland Security two symposia focused on improving the cybersecurity of commercial space systems. Through the National Oceanic and Atmospheric Administration (NOAA), the first contracts for commercial radio occultation satellite data in support of operational weather forecasting were awarded. Commerce updated statistics on the contribution of the U.S. space economy to the U.S. Gross Domestic Product, gross output, private employment, and private compensation by industry. Additionally, to support space safety and sustainability, NIST is applying its Cybersecurity Framework to the ground-based segments of space operations and published a second draft of the Introduction to Cybersecurity for Commercial Satellite Operations report, in February 2022. This tool presents a specific method for applying the Cybersecurity Framework to commercial space businesses and describes sets of outcomes, requirements, and suggested controls.

To grow the customer base for U.S. commercial space goods and services, the International Trade Administration (ITA) is out front with its advocacy center, which managed 28 cases in the space industry sector in FY 2022. These efforts support launch services, satellite manufacturing, satellite telecommunications services, sensors, ground station equipment and related goods and services. ITA estimates the total value of the cases at \$5.6 billion, with approximately \$5.1 billion in U.S. export content. Included are six new advocacy requests in FY 2022. ITA also supported the conclusion of 6 contracts awarded in FY 2022; valued at \$343 million with nearly 100 percent U.S. content. U.S. space companies also participated in ITA trade promotion events, such as U.S. pavilions at major air shows.

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Lastly, growth of the space economy and innovation includes telecommunications. The National Telecommunications and Information Administration (NTIA) supported the successful decision to continue the International Telecommunication Satellite Organization (ITSO) to promote commercial supply of global connectivity, through participation in the contentious ITSO Assembly. Commerce also supported limiting the role of the International Telecommunication Union in sustainable space activities, while supporting its role in managing spectrum access to support global connectivity via satellite at the World Telecommunication Development Conference and the Plenipotentiary Conference. Commerce directly supported the successful candidacy of ITU's new Secretary General as part of these efforts.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	NOAA	Number of space policy related decision processes, rulemakings, statements, or other governmental activities influenced/led by the Department of Commerce	10	16	16	18	20	20	Met	20	20
Current/Recurring	NOAA	Number of workshops, reports, and other tools produced to facilitate growth and advancement of the U.S. commercial space industry	3	4	3	5	6	6	Met	7	7
Current/Recurring	NOAA	Milestones achieved towards establishment of space situational awareness (SSA) services for civil and commercial stakeholders	—	10%	25%	30%	40%	40%	Met	50%	50%
Current/Recurring	NOAA	Number of actions taken in response to stakeholder requests for advocacy support	—	—	40	60	70	70	Met	80	80

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For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

With respect to space commercialization, the Department achieved substantial progress and met its performance targets. Commerce is managing staff and resources across the bureaus to implement the commercial space guidance issued by the President and National Space Council. Commerce is promoting the United States as the country of choice for commercial space activities in the face of competitive financial incentives and regulatory environments overseas. Commerce's initiative to create a civil Space Situational Awareness capability continues to progress from idea to reality, with widespread support from industry and is building momentum in Congress. Sustaining this effort is critical to ensuring continued space safety and stability as Earth's orbits become increasingly congested by thousands of new objects per year, including the debris field from Russia's anti-satellite test in November 2021.

Actions to Advance Progress Through FY 2024

- **Support Commercial Space Situational Awareness** – NOAA will develop a cloud-based Traffic Coordination Space System (TraCSS), formerly the Open Architecture Data Repository providing space situational awareness (SSA) services blending government and commercial data and software for civil and commercial stakeholders. Additionally, NOAA will develop a proving ground to provide an environment to support further public-private collaboration for applications and algorithm development to advance space science and technology.
- **Improve Space Regulations** – NTIA will advocate for U.S. industry interests in ongoing rulemaking processes affecting commercial space activities, including exports and access to spectrum frequency, and support and participate in efforts to define a new mission authorization framework for novel activities in space.
- **Improve Global Connectivity** – NTIA will continue efforts with interagency coordination and with U.S commercial stakeholders and users to support pro-competitive satellite connectivity worldwide through the International Telecommunication Union (ITU) and the International Telecommunications Satellite Organization (ITSO), to include ensuring neither of the two new ITSO Working Groups expand its mission.
- **Continue Commercial Data Program** – NOAA will expand use of commercial satellite data buys which could include new types of Earth observation and space weather data. Support the continued development and sustainment of NOAA's infrastructure and capabilities to securely ingest, process, assimilate, distribute, and archive data from commercial providers for operational use.
- **Participate in the National Space Council** – NOAA and NTIA will support the Department leadership's participation in the activities and tasks of the National Space Council.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

STRATEGIC OBJECTIVE 2.1 – Drive equitable, resilient, place-based economic development and job growth

Lead Bureau: EDA

Contributing Bureaus: BEA, Census, ITA, MBDA, NIST, NOAA, NTIA

Key Strategies:

- Support communities in developing and growing their local economies through customer-centric place-based investments
- Invest in programs and projects that help communities become more resilient to economic shocks and advance equitable economic opportunity
- Support and accelerate high-growth industry clusters that are critical for economic and national security
- Accelerate the recovery of communities that rely on the travel, tourism, and outdoor recreation sectors
- Grow the Blue Economy

Executive Summary of Progress

Through its diverse programs, the Department of Commerce continues to play a critical role in helping to create the conditions for equitable, resilient, place-based economic development in communities across the nation.

The Economic Development Administration (EDA) made progress towards this objective through its grant funding, new initiatives, and tools.

In FY 2022, EDA invested over \$3.36 billion in 1,189 projects across its program portfolio to support economic recovery and resiliency. This included over \$3.1 billion in 826 awards funded via disaster supplemental funding, which includes the American Rescue Plan Act (ARPA) and other supplemental funding sources, and over \$232 million in 363 awards funded via EDA's regular program funds. Part of this funding included over \$1.9 billion in 598 projects to support equity in underserved populations and geographies, and over \$800 million in 217 projects to support and accelerate the recovery of communities that rely on the travel, tourism, and outdoor recreation sectors.

Many of these awards were funded via the ARPA for which equity is a key priority in the program's overall design and evaluation criteria. Applicants for the Build Back Better Regional Challenge (BBBRC), for example, were asked to explicitly address how they would use the funds to impact populations and regions that suffered from historic disinvestment and disenfranchisement. As such, selected coalitions will serve 106 counties that are home to largely underserved populations, 236 counties that are fully rural, and 136 persistent poverty counties. BBBRC funding will also directly support and empower tribal and coal-impacted communities across the awardees. 121 U.S. counties include tribal areas. EDA has invested more than \$87 million in funding for regional partnerships led by and for tribal communities. Similarly, over \$150 million will be invested in coal communities, including 3 coalitions primarily serving impacted regions.

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In addition to BBBRC funding, EDA awarded \$100 million in 51 awards in 25 states and the Northern Mariana Islands through its Indigenous Communities Challenge, designed to support the needs of Tribal governments and indigenous communities who were disproportionately impacted in the pandemic.

According to grantee estimates, these projects will create or retain 2,435 jobs and attract \$28.7 million in private investment.

EDA launched [Indigenous Intel](#), a new quarterly publication to provide the latest information from EDA and its Indigenous Communities partners, interviews with Tribal leaders and EDA employees, success stories from across its regions, grant opportunities, and more. EDA also hired the first Tribal-specific Economic Development Representative within the bureau to conduct outreach to tribal communities unfamiliar with EDA, its mission, and its programs.

Through a \$30 million cooperative agreement, EDA's new Economic Recovery Corps Program will create a connected network to address the resource gap between planning and implementation, boosting the capacity of communities to implement locally driven economic development strategies. The program will recruit and place more than 65 trained Fellows in economic development organizations in underserved communities throughout the nation. This cadre of experts will each serve three terms and help organizations known as Host Entities develop and execute regional economic development plans and projects in the communities they serve. The aim is to accelerate the adoption of effective regional strategies that will lead to equitable economic development practices and opportunities for all.

EDA granted \$5.5 million to the New Growth Innovation Network (NGIN) to design and launch a new initiative, Equity Impact Investments that will deliver 3-year capacity-building programs to 120 organizations. NGIN, a non-profit organization that supports economic development practitioners in advancing inclusive economic growth and closing structural opportunity gaps, has partnered with two organizations, the Local Initiatives Support Corporation and the International Economic Development Council, to create a program focused on development and delivery of training and toolkits that disseminate knowledge of economic development best practices in serving underrepresented populations.

EDA, in partnership with leading third-party institutions, also launched tools to help support and advance equity and resiliency across the United States. This includes:

- The [National Economic Resilience Data Explorer \(NERDE\)](#), developed in partnership with Argonne National Labs (ANL), which helps stakeholders understand the socio-economic composition of their communities, local economic recovery, and resilience analysis.
- The [Economic Development Capacity Index \(EDCI\)](#), developed in partnership with ANL, is used to assist economic development stakeholders by characterizing local economic development capacity across the United States by providing a data-driven estimation of capacity, including relative strengths and potential areas for growth or maturation across five capacity areas composed of 53 unique indicators.
- The Census [Poverty Status Viewer](#), which displays county and tract level poverty data from the 5-yr American Consumer Survey (ACS) [2015-2019] that can be used to identify projects that meet the criteria for underserved geographies.

The Hollings Manufacturing Extension Partnership (MEP) announced the results of its FY 2021 manufacturing client survey, as well as the impacts of Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding through January 2022. According to the clients surveyed, MEP Centers served

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more than 5,300 companies with more than 7,300 CARES Act-funded projects, resulting in nearly 18,000 jobs created or retained. CARES Act funding expanded the reach of the MEP Centers, enabling them to serve more than 2,200 new manufacturing clients. Additional impacts of CARES Act funding include:

- \$1.4 billion in new and retained sales.
- \$480 million in new client investments.
- \$175 million in total cost savings.

ITA's National Travel & Tourism Office (NTTO) completed development of the new and ambitious five-year [National Travel & Tourism Strategy](#). The strategy prioritizes U.S. Government efforts to rebuild a sector that was disproportionately affected by the COVID-19 pandemic and supports a more inclusive, equitable, and sustainable industry. The strategy aims to reduce the industry's carbon footprint, facilitate safe and secure checkpoints, and bolster travel and tourism in underserved and underrepresented communities across the country. The strategy also sets an ambitious five-year goal for international visitation to and spending in the United States: 90 million visitors who will spend an estimated \$279 billion annually.

NOAA reports that just over 90 percent of U.S. commercial fish stocks are managed within their annual catch limits, which are set to ensure the long-term biological and economic sustainability of U.S. fisheries, support commercial and recreational sales, and support jobs. NOAA released two Atlases compiling the best available science to inform the identification of Aquaculture Opportunity Areas (AOAs) in the Gulf of Mexico and Southern California. The studies identified nine areas in the Gulf of Mexico and 10 areas in the Southern California Bight that may be suitable for aquaculture, while also reducing conflicts with other ocean uses. NOAA increased accessibility of hydrographic survey data by establishing a new Coast Survey Data Licensing Policy, which will encourage exploration and innovation throughout the survey industry. NOAA also enhanced its support for the marine transportation sector by adding a new Physical Oceanographic Real-Time System (PORTS®) in Kitsap, Washington; releasing new high-resolution data for the ports of Los Angeles/Long Beach and New York/New Jersey; and collecting Global Navigation Satellite Systems (GNSS) data at over 350 locations as part of an update to the International Great Lakes Datum (IGLD), the common reference for measuring water level heights throughout the Great Lakes-St. Lawrence River System. NOAA disbursed nearly all \$300 million of fisheries assistance funding under the CARES Act and nearly half of the \$300 million in funds from the Consolidated Appropriations Act of 2021 to coastal and marine fishery participants in states, tribes, and territories.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	EDA	Dollar amount of private investment leveraged from grants supporting environmentally sustainable development in millions	—	—	—	—	\$493.30	—	N/A	\$33.37	TBD
Proposed new	EDA	Number of Jobs created/retained for grants made in underserved populations and geographies	—	—	—	—	171,718	—	N/A	10,014	TBD
Current/Recurring	NOAA	Fish Stock Sustainability Index (FSSI) 3.0	757.5	758.5	788.5	791.0	788.5	787.0	Met	778.5	798.5
Current/Recurring	NOAA	Number of protected species designated as threatened, endangered or depleted with stable or increasing population levels	30	30	28	26	24	24	Met	24	24

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

The Department made significant progress towards advancing equitable, place-based resilient economic development and job growth in FY 2022. Coinciding with increased funding from disaster supplemental and pandemic response related appropriations, EDA increased the number of resiliency and equity focused projects over the last 5 years. Over 50% of EDA’s funding in FY 2022 was to support equity in underserved communities and regions. Although EDA always makes awards to address distress and equity, by making equity an investment priority and evaluation criteria for its grants funding, EDA can ensure that projects are better targeted for underserved populations and regions and hopefully lead to better outcomes.

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Healthy shorelines and ocean resources are a substantial source of protection and resilience from coastal hazards, as well as recreation, food security, and climate mitigation. The need to harness information gleaned from the ocean and coasts to support strategic infrastructure, economic investments, and to sustainably enhance the services that the ocean and coasts provide for the benefit of society is increasing. The Status of the U.S. Fisheries report for 2021 shows 92 percent of the stocks managed are not subject to overfishing and 80 percent are not overfished. Forty-seven U.S. marine fish stocks have been rebuilt since 2000. Ending overfishing and rebuilding stocks supported \$255 billion of commercial and recreational sales and 1.8 million jobs. This shows that the U.S. fishery management system is achieving its long-term sustainability goals. However, warming waters have already led to rapid shifts in fish species distribution that have impacted whole fishing communities. The challenge moving forward will be to provide the science needed to further integrate climate change considerations into an ecosystem approach to fisheries management and to model and forecast the effects of changing ocean conditions and habitats on fish stocks and seafood productivity. Commerce has an opportunity to enhance and expand efforts across its bureaus to support the development of a sustainable and equitable New Blue Economy. By accelerating market development and growth in the sectors of ocean and coastal technology product and information services, Commerce can facilitate development of value-added, data-driven economic opportunities and solutions to pressing societal needs. Working together, Commerce can help increase ocean technology exports, modernize NOAA service delivery and management of ocean data, and develop more comprehensive accounting of the U.S. Blue Economy.

Actions to Advance Progress through FY 2024

EDA launched public facing tools to help stakeholders in making determinations on EDA's equity and underserved investment priorities. EDA will continue working with its partners to improve the design of its existing tools and add other relevant indicators to help stakeholders better understand and target underserved communities and regions. EDA will also stay abreast of all the new initiatives launched in FY 2022 to glean insights and recommendations that can be incorporated into future program design and implementation. EDA funded three communities of practice for a total of \$28 million which will help capture, organize, and scale economic development practices at a national level.

ITA will provide official travel and tourism statistics to support communities with data such as demographics, participation in activities like outdoor recreation, and visited urban and rural locations to inform travel and tourism marketing decisions.

NOAA will engage the private sector and other stakeholders in ocean and coastal product and information services to determine how to accelerate growth of the New Blue Economy. NOAA will sustain and augment its foundational data and observation capabilities to support U.S. marine navigation, including Foundation Continuously Operating Reference Stations, planning for a dedicated hurricane glider fleet, conducting annual hydrographic surveys, and conducting critical maintenance for the National Water Level Observation Network, and High Frequency Radar systems. NOAA will improve assessment of climate vulnerability of fish stocks, ecosystems, and habitats. Through collaboration between NOAA and the tech industry, the Global Seafood Data System will provide advanced machine learning and artificial intelligence to identify trends, incidents, and practices that expose Illegal, Unreported, and Unregulated fishing practices and shipments. NOAA will issue comparability findings to ensure nations exporting fish and fish products to the U.S. are held to the same standards as U.S. commercial fishing operations in terms of measures to reduce marine mammal bycatch. NOAA will determine areas for future Aquaculture Opportunity Area Atlas development. NOAA and BEA will produce updated statistics for the Marine Economy Satellite Account to guide understanding of the importance of the U.S. marine economy.

STRATEGIC OBJECTIVE 2.2 – Build sustainable, employer-driven career pathways to meet employers’ need for talent and to connect Americans to quality jobs

Lead Bureau: EDA

Contributing Bureaus: All Bureaus

Key Strategies:

- Invest in employer-driven regional workforce education and training systems that lead to quality jobs
- Foster transformative employer practices to address their challenges in recruiting and developing a diverse, skilled workforce
- Produce and disseminate timely, clear data and information to help Americans discover and participate in opportunities for skills development and economic advancement

Executive Summary of Progress

In FY 2022, EDA invested close to \$1.27 billion in 305 projects across its program portfolio to support workforce development and job creation across the United States. According to grantee estimates, these investments will create and or retain over 85,000 jobs.

These investments included over \$1.18 billion in 203 projects across EDA’s American Rescue Plan Act (ARPA) portfolio to support this objective. As part of the Good Jobs Challenge (GJC), EDA invested \$500 million in 32 industry-led workforce training partnerships in 31 states and Puerto Rico. These awardees will develop and grow industry-led workforce training systems, placing over 50,000 American workers into quality jobs, and supporting regional economies with the skilled, diverse workforce to ensure the United States is prepared to innovate, compete, and succeed in a 21st Century global economy. The program will provide wrap-around services such as childcare and transportation to ensure that people in need of these services are not hindered from participating in or completing the training provided. Through research partners, EDA will track job placements, earnings, and wage growth over time using program and Census-linked data to assess the impact of the training, especially for participants from underserved demographics.

The Build Back Better Regional Challenge (BBBRC) invested over \$478 million in 101 projects focused on both technology development and complementary workforce programs to ensure workers at all skill levels benefit from innovation. By investing in coordinated strategies between research institutions building the technologies of tomorrow and workforce development organizations, the competition is promoting new strategies for innovation-based industries that rely on workers using technology and not being replaced by technology.

EDA also made investments through its other ARPA programming to support workforce development. In addition to its ARPA funding, EDA invested over \$86 million in 103 economic development projects, including infrastructure, technical assistance, and planning, that support regional workforce training efforts that identify critical local workforce needs. These efforts enable job seekers to secure industry-recognized credentials and employment in high-demand industries within their community.

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The National Initiative for Cybersecurity Education (NICE), led by NIST, is a partnership between government, academia, and the private sector focused on cybersecurity education, training, and workforce development. Recent accomplishments include:

- Participated in the [Cybersecurity Apprenticeship Sprint](#) with Department of Labor. As a result, 194 new cybersecurity Registered Apprenticeship programs have been approved or are under development.
- Provided a report on "Measuring Cybersecurity Workforce Capabilities: Defining a Proficiency Scale for the NICE Framework" to Congress. Learn more [here](#).
- Held a workshop at the [NICE Conference & Expo](#) on, "Using NICE Framework Competencies to Build a Better Cybersecurity Workforce." Learn more [here](#).
- Drafted refactored Knowledge and Skill statements for public comment. Learn more [here](#).

As part of its ongoing efforts to help local businesses to stay competitive in the international marketplace and support local jobs, ITA completed hometown tours in multiple cities. The Hometown Tours outreach series promoted client awareness of ITA's available tools to combat unfair trade, assist clients in making better-informed business decisions, and protect U.S. industries and jobs from unfair pricing and practices of foreign actors.

The Census Bureau:

- Released the inaugural Quarterly Workforce Indicators (QWI) for Puerto Rico.
- Published the first-ever Spanish language America Counts Story – Puerto Rico QWI.
- Released Post-Secondary Employment Outcomes (PSEO) data for institutions in Alabama, Arizona, Connecticut, Georgia, Hawaii, Iowa, Maine, Massachusetts, Missouri, Montana, Oregon, South Dakota, Utah, and Virginia.
- Updated the LEHD (Longitudinal Employer-Household Dynamics) Origin-Destination Employment Statistics (LODES) data product to add data for 2019 and backfill 2018 data for firm age and firm size characteristics.
- The OnTheMap application was updated to include the new LODES tabulations and now contains 18 years of data (2002-2019).
- Hosted nine LED webinars. The full list of topics and presenters is available at <https://lehd.ces.census.gov/learning/>, scroll down to LED Webinars.
- Released version 1.4 of the Local Employment Dynamics (LED) Extraction Tool. This update added dynamic shopping cart functionality to the right-hand side of the tool. Additionally, data from multiple geography types can now be returned from a single query.
- Added Job-to-Job Flows data to the LED Extraction Tool.

The USPTO, in collaboration with Secretary of Commerce, launched Women's Entrepreneurship (WE), a community-focused, collaborative, and creative initiative to inspire women and tap their potential to meaningfully increase equity, job creation, and economic prosperity. WE includes a new [online hub](#) for aspiring women entrepreneurs to provide key information on how to get started, identifying and protecting their intellectual property, securing funding, and building and maintaining a network. Additionally, the USPTO's [Council for Inclusive Innovation \(CI²\)](#) is charged with strategizing new ways to expand American innovation by tapping into the strength of the nation's diversity and increasing opportunities for all Americans to participate in

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innovation. The CI2's mission is to help the USPTO develop a comprehensive national strategy to increase participation in the innovation ecosystem by encouraging, empowering, and supporting all future innovators. That includes increasing the involvement of women and other underrepresented groups.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	EDA	Number of jobs created and retained for grants made to communities and regions to support workforce development	—	—	—	—	85,264	—	N/A	10,785	TBD
Proposed new	EDA	Dollar amount of Private investments leveraged for grants made to communities and regions to support workforce development (in millions)	—	—	—	—	\$4,703.44	—	N/A	\$141.36	TBD
Current/Recurring	MBDA	Number of jobs by MBE clients	—	—	—	11,011	28,829	7,540	Exceeded	9,702	13,181

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

The Department made significant progress towards advancing workforce initiatives that lead to job growth in FY 2022. This was achieved through grant funding, outreach, tools, data, and other research efforts. EDA made awards across its program portfolio to foster inclusive growth through regional workforce development and training systems that lead to job growth. The investments from EDA's ARPA programs to support workforce training and development are some of the largest EDA has ever made. With equity being an evaluation criterion, applicants addressed how they would specifically target underserved communities and regions with their projects, to ensure that they are not excluded from training opportunities. The research element of the Good Jobs Challenge is also a novel initiative for EDA. This will help in the implementation of the program and provide best-practices and recommendations that will be useful outside of the program itself. EDA will review the findings and recommendations from these programs and incorporate them in future workforce development efforts.

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Actions to Advance Progress through FY 2024

As the Federal Government pursues an equitable economic recovery, Commerce has a leading role to play in helping American workers re-enter the labor market and pursue high quality career pathways. Commerce is in a unique position to make investments that lead Americans, including Americans from underserved communities to high quality jobs in key growth sectors. Through its efforts to facilitate the creation of strong workforce development systems, Commerce will ensure that education and training programs are directly aligned with the economic development and business needs of a given region. By devoting time and resources to workforce development, Commerce can help regions create the infrastructure needed to be economically competitive.

EDA's ARPA programs will accompany a ride-along research element intended to guide implementation and provide near-real time analysis for course correction. EDA funded a community of practice for the Good Jobs Challenge (GJC) to help strengthen America's economic development infrastructure by capturing, organizing, and scaling practices at a national level. This Community of Practice will organize quarterly workshops to enable peer-to-peer learning and issue-specific trainings and targeted coaching. These are some of EDA's largest investments and as such, EDA is expecting some very interesting learnings and recommendations which EDA intends to share with stakeholders.

In addition to investments like the GJC and BBBRC that directly fund workforce training programs, the Department is investing in capacity-building and infrastructure projects. EDA's [Economic Adjustment Assistance](#) (EAA) and [University Center](#) programs are investing in capacity-building projects to support regional workforce systems. EDA's EAA and Public Works programs are investing in training facilities to support regional workforce systems. EDA will make investments that support the development of a robust workforce.

NIST announced the expansion of resources on CyberSeek.org at the NICE symposium in November 2021. The enhancements to CyberSeek include updates to the supply and demand data as well as the addition of a Cybersecurity Education and Training Providers Locator with information on more than 1,000 academic institutions and training providers that are helping learners acquire knowledge and skills in cybersecurity. A group of MEP Centers, using strategic competition funding, are piloting a program called Smart Talent to address challenges such as lack of skilled labor, high labor costs, slow training processes, and worrisome rates of employee turnover. Developed by MEP National Network workforce solutions experts, Smart Talent helps manufacturers attract talent, engage existing employees, and enhance training and development capabilities to lower operating costs, improve productivity, and realize growth. NIST also funded a study to examine the return on investment (ROI) of credentials, which are not routinely required or used as a major factor in hiring or promotion decisions in manufacturing. This research will give manufacturers a better understanding of how credentials can serve as an important resource in identifying skilled workers. The final report will help advance equity in operations and production aspects of manufacturing.

The Census Bureau will work towards advancing this objective through FY 2024 by:

- Leading Partnership Meetings with the states and partner-focused data user conference to strengthen engagements and data usage.
- Partnering with the states to research the availability and inclusion of new data concepts such as occupations, telework, and hours worked.

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- Leading data reconciliations with Puerto Rico to allow inclusion of the data in the public use workforce statistics for Puerto Rico. These efforts resulted in the inaugural release of Quarterly Workforce Indicators for Puerto Rico on September 26, 2022.
- Partnering with Bureau of Labor Statistics for the inclusion of the Occupational Employment and Wage Statistics data.
- Implementing new 2020 Census geography across the Longitudinal Employer-Household Dynamics (LEHD) suite of products.
- Creating a new suite of monthly webinars for the LEHD Program to understand how our data users are using the data, how to use the On the Map Tool Suite, and What's New in LEHD.
- Leading conversations with new data partners to expand PSEO coverage for the program.
- Transitioning the PSEO Program from an experimental data product to a standard data product.
- Leading research to expand the data product offering of the program to include the addition of graduate characteristics.

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STRATEGIC OBJECTIVE 2.3 – Advance entrepreneurship and high-growth small and medium-sized enterprises

Lead Bureau: EDA

Contributing Bureaus: Census, ITA, MBDA, NIST, USPTO

Key Strategies:

- Provide support to entrepreneurs to help businesses form and grow
- Promote inclusive entrepreneurial ecosystems by addressing barriers to entry that prevent the participation of historically underrepresented communities
- Enable access to data and evidence to spur entrepreneurship

Executive Summary of Progress

In FY 2022, the Economic Development Administration (EDA) invested over \$1.3 billion in 427 awards across programs to advance entrepreneurship and high-growth small and medium enterprises.

EDA's Build to Scale Program builds regional economies through scalable startups through the Venture Challenge and Capital Challenge. Under the Build to Scale program, EDA manages a portfolio of national grant competitions that further increase the capacities of regions to plan and implement ecosystems that support innovators, entrepreneurs, and startups that are growing technology-driven businesses, creating high-skill, high-wage jobs, and building the industries of the future. In FY 2022, EDA invested close to \$46 million in 49 projects through the Venture Challenge to organizations that enable startups to become the next generation of globally competitive, industry-leading companies and support regions in overcoming barriers that prevent would-be innovators from accessing these opportunities.

The Build Back Better Regional Challenge (BBBRC), one of EDA's signature ARPA programs, is a \$1 billion grant competition which challenged communities to identify a set of interconnected investments that could transform their local economy, expand economic opportunity and competitiveness, and create thousands of high-quality, well-paying jobs. In September 2022, 21 coalitions were selected from a highly competitive group of 60 finalists that each received \$500,000 seed grants after being selected from 529 applicants. Many of the selected coalitions proposed projects that focus on developing an ecosystem conducive to entrepreneurial, new venture, and small business growth. EDA invested \$140 million of BBBRC funds to increase new business growth and entrepreneurial activity and \$100 million to help small and mid-sized businesses adopt new processes and enter new markets.

Under EDA's Assistance to Coal Communities (ACC) Initiative, EDA invested over \$34.6 million in 20 projects to support entrepreneurs and economic diversification efforts in regions impacted by the declining use of coal. EDA invested close to \$91 million in 21 projects under its ARPA Travel, Tourism, and Outdoor Recreation program to facilitate economic diversification and make regions depend less on travel, tourism, and/or outdoor recreation industries.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Led by EDA's Office of Innovation and Entrepreneurship, EDA reconstituted the National Advisory Council on Innovation and Entrepreneurship (NACIE), a body of private sector, nonprofit, and academic leaders charged with identifying and recommending solutions to drive the innovation economy. This includes growing a skilled STEM workforce and removing barriers for entrepreneurs providing innovative technologies into the market. Through their expertise and networks, NACIE will advise the Department on how it can craft policies to increase diversity in entrepreneurship, support emerging science and technologies, develop, and expand workforce initiatives, and improve R&D commercialization.

NIST's cooperative agreement awards totaled nearly \$19.8 million to four organizations to operate Manufacturing Extension Partnership (MEP) Centers in Kentucky, Nebraska, Rhode Island, and South Dakota. The MEP Centers will be operated by the four awardees, the University of Louisville Research Foundation, the University of Nebraska-Lincoln, the University of Rhode Island Research Foundation, and South Dakota's Lake Area Technical College, and will provide services to small and medium-sized manufacturers in their states.

The USPTO aims to increase access to the intellectual property (IP) ecosystem for all. The USPTO improved the accessibility of its information, through a redesign of the [Inventor and entrepreneur resources](#) and [Patent basics](#) webpages. The USPTO also trained audiences on best practices in IP protection and enforcement. In FY 2022, the USPTO conducted 222 training programs through its Global Intellectual Property Academy, serving over 18,600 individuals. Approximately 38 percent of all attendees were representatives of U.S. small and medium-sized enterprises (SMEs), IP practitioners, or IP owners and users. Additionally, the USPTO will work with the Council for Inclusive Innovation (CI²) to offer resources and services to those new to innovation to build a more diverse and inclusive innovation ecosystem.

The USPTO also offers various trademark outreach programs such as bootcamps held in person and via webinar, downloadable PDF toolkits, and presentations all designed to give participants the fundamentals of trademarks and the federal trademark registration process.

With 85 percent of its FY 2022 export client base represented by SMEs, ITA provides export solutions to support SMEs—including minority-owned and historically disadvantaged businesses—to overcome the challenges associated with exporting and attracting inward investment. In FY 2022, ITA introduced its [Building Bridge to Global Markets](#) program, which focused on SMEs and delivered no-cost, in-person exporting expertise. ITA likewise launched its Minority Business Focused Trade Mission to Southwestern Europe with businesses exploring opportunities in the information and communication, energy, environmental technology, and safety and security sectors. ITA's Market Development Cooperator Program (MDCP) partners with non-profit industry groups, which are effective in reaching SMEs. These groups compete for MDCP awards by proposing innovative projects that address trade barriers, enhance industry competitiveness, and generate exports. ITA also enhanced its digital marketing and tailored outreach efforts to assist more clients—particularly SMEs and underserved communities—to become successful exporters and grow internationally.

In FY 2022, the Census Bureau:

- Released the first experimental Business Dynamic Statistics (BDS) for Goods Traders product for years 1992 through 2019.
- Updated the BDS data product for years 1978 through 2020.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	NIST	Growth in workforce services provided to small to midsized U.S. manufacturers	—	—	—	—	2,400	50	Exceeded	2,472	2,546
Current/Recurring	EDA	Dollar amount of economic development grants made to communities and regions to help build the capacity to support the innovation-related activities and needs of businesses	\$122.90	\$178.20	\$166.34	\$258.14	\$1,337.70	\$232.30	Exceeded	\$136.11	TBD
Proposed new	EDA	Total sum of funding secured by entrepreneurs as a result of activities sponsored by EDA investments	—	—	—	—	\$72.65	—	N/A	\$65.39	TBD
Proposed new	EDA	Percentage of EDA awards that support entrepreneurship in underserved communities and regions	—	—	—	—	47.07%	—	N/A	42.00%	TBD
Current/Recurring	MBDA	Number of MBE clients served	—	—	—	4,031	4,994	3,043	Exceeded	4,640	11,756
Proposed new	MBDA	MBEs Reached	—	—	—	—	442,020	225,000	Exceeded	252,605	292,487

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Strategic Conclusions and Recommendations

The success of efforts that support entrepreneurship are difficult to measure, as is entrepreneurship itself. Entrepreneurs each face unique and often winding paths, especially those that found companies that grow rapidly. EDA's new programming includes ride-along research that will provide insights and best-practices for its efforts to support entrepreneurship among other things. EDA plans on sharing this information widely as it becomes available. The contributing bureaus measure their activities and outputs, which enable them to monitor and ensure that they deploy their funding and provide their services equitably and in service of inclusive economic growth. To determine impact, the contributing bureaus should refine and collect relevant metrics, conduct experiments, and work better and more consistently across Commerce and other statistical agencies to leverage data products like Census's Business Dynamics Statistics.

Actions to Advance Progress through FY 2024

EDA will make awards that support entrepreneurship in an equitable manner. This will include growing programs that successfully enable technology entrepreneurs, leverage evidence to create new and redesign existing programs, and equip its partners to build on that evidence while delivering programs. The Build to Scale Program (B2S) and STEM Talent Challenge will deploy service design techniques to gather feedback from applicants, grantees, beneficiary entrepreneurs, and other stakeholders. This feedback will guide a redesign for FY 2023 to improve program impacts and customer experience, ultimately increasing entrepreneurs' access to support and capital. The B2S program will build and grow partnerships with other Government agencies with deep science and technology portfolios to align commercialization efforts. B2S program will better enable grantees to build evidence by making available parallel experimentation and evaluation funding. EDA will also work to increase entrepreneurs' access to capital through its Revolving Loan Fund program. Through new national competitions such as the BBBRC and the GJC, EDA will increase the number of large, coordinated cluster investments that require regional collaboration upfront and that build the infrastructure and platforms on which technology entrepreneurs thrive. This will increase American competitiveness and productivity in current and future industries. EDA will support regions not only through grant funding but also through communities of practice through which regions can share lessons learned, best-practices, and provide an avenue for peer-to-peer learning.

To combat the impact of the global pandemic, the NIST MEP program will place a special emphasis on manufacturer and supply chain resilience to ensure that MEP Centers nationwide can provide technical assistance that prepares manufacturers for change and helps manufacturers adapt. The MEP program will also provide supplier scouting services for government agencies, original equipment manufacturers, prime contractors, and other entities seeking to increase the robustness of their domestic supply chains.

The USPTO will work with the CI² to develop a comprehensive national strategy to build a more diverse and inclusive innovation ecosystem and expand its presence to better deliver IP education and information to underserved communities.

The Census Bureau will update the experimental Business Dynamic Statistics (BDS) for Goods Traders product by adding 2020 data. Census will also release a new experimental BDS-High Tech product for years 1992 through 2020.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

STRATEGIC OBJECTIVE 2.4 – Expand affordable, high-quality broadband to every American

Lead Bureau: NTIA

Contributing Bureaus: Census, EDA

Key Strategies:

- Invest Federal funds to support equitable deployment, access, and adoption of broadband
- Accelerate broadband expansion through the alignment, coordination, tracking, and measurement of cross-Federal Government broadband programs
- Create and retain high-quality jobs to support broadband infrastructure deployment and utilization
- Maintain, operate, and improve the Nationwide Public Safety Broadband Network and advance first responder communications solutions

Executive Summary of Progress

Fund Broadband and Digital Inclusion Efforts

The National Telecommunications and Information Administration (NTIA) manages the implementation of 9 grant programs funded by the Broadband Infrastructure Law (BIL) and Consolidated Appropriations Act of 2021. NTIA released the Notice of Funding Opportunity (NOFO) for the three BIL grant programs on May 13, 2022, ahead of the statutory deadline. Guiding the \$42.45 billion flagship Broadband Equity, Access, and Deployment (BEAD) program, NTIA received planning fund applications from all 56 states and territories and disbursed \$11 million in Broadband Equity, Access, and Deployment Program planning funds to improve state broadband office capacity and to develop 5-year action plans to close the digital divide.

NTIA received 52 applications from the 50 states, the District of Columbia, and Puerto Rico for the Digital Equity Planning Grant program. In addition, the four territories and 420 tribal entities submitted Letters of Intent to apply for Digital Equity Planning Grant funding. The Digital Equity Capacity Grant Program has disbursed \$13 million, allowing states, territories, and tribal entities to develop plans that detail how the Digital Equity Capacity Grant Program will be implemented.

The Enabling Middle Mile Broadband Infrastructure Program received over 235 applications, totaling more than \$5.5 billion in funding. The Tribal Broadband Connectivity Program distributed \$1.36 million in grant funds funding 94 projects on tribal lands. The Broadband Infrastructure Program funded 14 grants totaling more than \$287 million and will connect over 141,000 unserved households. The Connecting Minority Communities Pilot Program disbursed \$21 million to fund 10 projects.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

To support the scaling of new funding for broadband and digital inclusion efforts, NTIA hired and onboarded over 100 new employees, hosted over 90 technical assistances and engagement sessions, including 5 tribal consultations, over 20 State Broadband Leaders Network meetings, 2 State Broadband Leaders summit, and 9 Digital Equity Leaders Network meetings.

Leverage Data for Decision Making

NTIA devotes significant resources to ensure Federal investments in broadband infrastructure are invested in unserved and underserved areas as directed by the BIL, and to better coordinate interagency activities and reduce duplication of funding. NTIA works directly with Federal and state partners to obtain and share grant award areas and pending application areas (as appropriate) in a common mapping tool called the National Broadband Availability Map (NBAM) that enables Federal agencies to identify potential areas of duplication and inform funding decisions.

Given the importance of interagency collaboration to support the exchange of necessary data to prevent duplication of funding, NTIA, the U.S. Department of Agriculture (USDA), the Department of the Treasury, and the Federal Communications Commission (FCC) signed a Memorandum of Understanding to govern the exchange of that data. NTIA provided input and facilitated meetings with Federal agencies to provide input on the necessary functionality and data elements for the FCC's Broadband Funded Locations Map. NTIA will collaborate with the FCC to integrate the information from the FCC's maps with other data sources (e.g., state broadband deployment) to provide a holistic view broadband investment location. Over time, these resources will better inform NTIA's ability to identify unserved and underserved locations to determine funding amounts and better target broadband funding and resources. NTIA also guided the selection of economic indicators that may be used to assess the economic impacts of broadband expansion. The indicators are available on an online dashboard, making it more accessible to the public.

Facilitate Interagency, State, Tribal, and Private Sector Coordination

In 2022, NTIA hosted 25 Federal Funding Workstream meetings, bringing together 13 Federal agencies with broadband initiatives to share and learn about the work being done to expand high-speed Internet access. To help inform the priorities and design of the BIL broadband grant programs and development of the NOFO's, NTIA held stakeholder engagement meetings and assessed 557 responses to NTIA's pre-NOFO request for comments from state and local governments, Tribal nations, community organizations, industry, and other stakeholders. NTIA continues engagement with industry, unions, community organizations, and training providers to create a diverse broadband workforce and prepare the domestic supply chain to support infrastructure deployment projects. EDA also serves as an active participant in the Federal Funding Workstream and added information on its investments to NTIA's National Broadband Availability Map to facilitate coordinated grant making.

Build Capacity of Communities

NTIA continues to build the capacity of communities through various outreach and communications techniques, such as holding regional workshops, publishing tools and guides on effective strategies to expand broadband and digital equity, and convening stakeholders, including local governments. NTIA facilitates cohort groups, State Broadband Leaders Network, Digital Equity Leaders Network, a state-tribal cohort, and kicked-off the Tribal Broadband Leaders Network in October 2022. NTIA develops technical assistance and informational resources, and leads outreach efforts to assist states, territories, and Tribal Nations in developing plans to provide affordable, high-speed Internet for all. These resources are available on the BroadbandUSA website, including information on all available Federal broadband and digital equity Federal funding in the Federal Funding Guide.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

The FirstNet Authority oversees the Nationwide Public Safety Broadband Network (NPSBN). The NPSBN buildout and Band 14 deployment, surpassed 95 percent of the nationwide coverage target on schedule. It also provides first responders with bandwidth and mission-critical connectivity nationwide to include hard-to-reach or remote locations like rural areas and tribal lands. Today, the NPSBN serves over 21,000 public safety agencies and more than 3.6 million FirstNet devices. The FirstNet Authority enhanced the network core by preparing for 5G capabilities, expanding FirstNet's deployable fleet, allowing users access to 5G mm Wave spectrum in a growing number of regions, and providing flexible, on-demand coverage during emergencies and events. More recently, the FirstNet Authority approved a network investment to enhance in-building coverage for the public safety community, which aims to increase FirstNet coverage where public safety agencies operate indoors. This would include locations such as police headquarters, fire stations, Emergency Communication Centers, and other critical sites and field locations.

EDA invested close to \$77.5 million in 31 broadband projects to serve as integral tools to help communities and regions build the capacity for economic development. Many of these projects were funded by EDA's American Rescue Plan Act Economic Adjustment Assistance (EAA) Challenge aimed at helping plan, build, innovate, and put people into quality jobs in hundreds of communities across the nation. Through the EAA program, critical infrastructure and broadband-related projects are implemented in some of the most underserved communities across the country, creating the preconditions for business and job growth, community resilience, and future economic success. This includes:

- A \$5 million award to the City of Cottage Grove, Oregon, to reconstruct five blocks of Main Street to revitalize their downtown. By significantly upgrading utilities and landscaping, the City of Cottage Grove will make their downtown more attractive to businesses and visitors alike, setting them up for long-term economic sustainability.
- A \$2.5 million award to the Lafayette City Parish Consolidated Government, Louisiana, to install ten miles of high-quality, high-speed fiber optic internet service. The project will connect business, medical, and government districts with affordable and reliable internet, and establish long-term resiliency by preventing extensive broadband outages during future disasters.

EDA will make broadband-related investments including feasibility studies, planning activities, technical assistance, and infrastructure, based on the individual needs of communities.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	NTIA	Percentage of Federal frequency assignments in AWS-3 bands that have vacated or shared spectrum, according to approved transitions plans	—	—	89%	90%	100%	90%	Exceeded	90%	90%
Current/Recurring	NTIA	Percentage of public safety adoption targets achieved	—	—	69%	87%	100%	100%	Met	100%	100%
Current/Recurring	NTIA	Total amount of NTIA grant funds obligated for broadband-related programs	—	—	—	—	\$1.70 B	\$2.70 B	Not Met	\$4.30 B	\$36.30 B

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Strategic Conclusions and Recommendations

Progress must account for a time lag between fund announcements, awards, and programmatic outcomes. It will take multiple years to achieve many of the key performance indicators outlined in Strategic Objective 2.4. The time between when funding guidelines are announced, when applications are awarded, and when outcomes are achieved can be multiple years. This is particularly true in the case of broadband deployment, where it can take many years to build infrastructure to expand broadband availability within a region.

To account for this lag while reporting on progress, NTIA recommends the following actions to support regular communication on progress:

- **Report on funds invested and share updates on outcome-based measures over time** – In the initial years of its awards, to support transparency of funds and quickly communicate on progress, NTIA will share information on the amount of grant funds obligated and expended for broadband-related programs. As funds are awarded and projects make progress toward objectives, NTIA will begin to track outcome-based measures. These measures will include the number of households or institutions physically connected to broadband infrastructure and the total number of households, institutions, or individuals that participated in digital equity initiatives administered by Commerce.
- **Point to NTIA activities to promote effective, efficient use of funds** – Recently, Congress made historic investments in broadband programs.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Commerce's broadband-related programs at NTIA and EDA must ensure that funds further the goal of expanding affordable, high-quality broadband to U.S. residents through a deliberative process that directs funds fairly and equitably. These efforts require substantial coordination with Federal and state partners. NTIA will coordinate with Federal partners, FCC, and USDA, to promote efficient use of Federal funds.

- **Share updates on stakeholder engagement to communicate progress** – Many of the broadband programs require Commerce to engage with stakeholders and beneficiaries as part of a participatory process. The Infrastructure Investment and Jobs Act requires NTIA to use a very deliberative process to support planning and ensure that investments are going to those who need them most. NTIA will share updates on its stakeholder engagement efforts, particularly with states and territories, to point to progress toward its strategic objectives.

Actions to Advance Progress through FY 2024

Grant Program Administration

In FY 2023 and beyond, NTIA and EDA will administer funds through existing broadband-related grant programs. NTIA will execute pre-award activities for the Tribal Broadband Connectivity Program (TBCP), Connecting Minority Communities (CMC), BEAD, and Digital Equity to ensure funds are appropriately awarded to expand broadband infrastructure and access to all Americans. NTIA will also execute post-award activities to ensure that the grants awarded in the past year are successful.

- TBCP plans to award \$1.5 billion in further funding to service Tribal lands with reliable and affordable internet service and start post award monitoring and support for those awards. NTIA will also release a new NOFO for a second round of TBCP funding.
- CMC will award \$240 million in additional funds and move into post-award monitoring and support for those awarded projects. This will be administered by NTIA's Office of Minority Broadband Initiatives.
- BEAD will obligate \$243 million in additional planning funds. In FY 2023, NTIA will accept Five-Year Broadband Action Plans, will determine, and notify states of funding allocations, and will begin to receive and review initial proposals.
- Digital Equity will obligate \$39 million, the remainder of planning grant funds.
- Middle Mile will obligate up to \$980 million in grant funds and move into the post-ward monitoring and support phase in FY 2023.
- For Broadband Infrastructure Program, NTIA will support programmatic post-award monitoring and technical assistance to support award project success and compliance with Federal grant requirements.

Broadband Technical Assistance

In FY 2023 and beyond, NTIA will prioritize technical assistance (TA) outreach and support for its grant programs and other critical stakeholders to support broadband planning, deployment, and digital equity efforts. For its grant programs, NTIA's TA efforts will ensure that all applicants and awardees have the necessary guidance to ensure successful projects and applications. NTIA will work closely with its State Broadband Leaders Network, members of Digital Equity Leaders Network, and the newly launched Tribal Broadband Leaders Network. For broader TA efforts, NTIA will host informational webinars and materials to support broadband efforts.

Strategic Goal 2: Foster Inclusive Capitalism and Equitable Economic Growth

Federal Interagency Broadband Coordination

Through FY 2023 and 2024, NTIA's Interagency Coordination function will collaborate with interagency colleagues to promote the whole-of-government mission through the following major priorities:

- Develop the annual Access Broadband report, which requires coordination with agencies to gather and vet their data to report to Congress. In FY 2023 and 2024, NTIA's Interagency function will collaborate with its colleagues to promote consistent reporting requirements.
- Implement interagency Memoranda of Understanding to share data about federally funded areas, avoid duplication of Federal funding, and promote alignment between programs. This will include the development of consistent interagency data standards to inform the analytical tools, and refinement of the processes between agencies to compare awards and make effective use of Federal funding. As NTIA's grant programs are implemented, there will be increasing need to ensure coordination of funding and ensure alignment with interagency colleagues.
- Update BroadbandUSA's Federal Funding Website, which is a "one-stop" site for broadband-funding resources.

Maintain and improve the NPSBN

The initial buildout of the FirstNet network is expected to be completed in 2023. As with today, in the future the FirstNet Authority will continue vigorous contract oversight to ensure that AT&T delivers on the NPSBN. The FirstNet program is preparing for the technological evolution of the network and will make improvements in areas such as coverage and resiliency. Planning will be guided through a robust investment process that incorporates public safety's operational needs, while aligning with the Act, FirstNet Authority Roadmap, strategic plan, and Board oversight. The FirstNet Authority will engage with and educate the public safety community to ensure the community realizes and integrates the NSBPN's current and future improvements and innovative capabilities into their operations.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

STRATEGIC OBJECTIVE 3.1 – Increase the impact of climate data and services for decisionmakers through enhanced service delivery and improved weather, water, and climate forecasts

Lead Bureau: NOAA

Key Strategies:

- Transform ocean, weather, water, and climate information dissemination and service delivery to better and more equitably serve decision makers and meet evolving societal needs
- Increase and strengthen partnerships across government, industry, academic, and nonprofit organizations to improve NOAA’s suite of climate data and services in response to increasing demand for support services
- Enhance predictive forecasts for extreme, high-impact ocean, weather, water, and climate events
- Enhance observational infrastructure

Executive Summary of Progress

Through the following activities, the National Oceanic and Atmospheric Administration (NOAA) made progress toward building a Weather-and-climate-ready nation, whose prosperity, health, safety, and continued growth benefit from a shared understanding of and collective action on climate change.

Transformed Information Dissemination and Service Delivery

As a follow-on to the 2021 National Weather Service (NWS) Service Equity Assessment, the NWS has developed an NWS Service Equity Framework and Action Plan to act on the recommendations identified in the assessment. The Framework serves as a comprehensive plan to address all aspects of Service Equity within the NWS.

NOAA also successfully completed the [NWSChat 2.0 demonstration](#) and implementation of legacy NWSChat on a more reliable infrastructure. NWSChat is an Instant Messaging program utilized by NWS operational personnel to share critical warning decision expertise and other types of significant weather information essential to the NWS' mission to save lives and property. This information is shared with key partners, stakeholders, and the public.

Increased and Strengthened Partnerships

NOAA conducted outreach and expanded its partnerships with government, industry, academic, and non-profit organizations. NOAA’s National Weather Service (NWS) established the Cooperative Institute for Research to Operations in Hydrology (CIROH) with the University of Alabama. CIROH also includes 13 other graduate degree-granting institutions and will work with NOAA to research and develop state-of-the-science water analysis, forecasts and

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

guidance, and the equitable delivery of decision-support services.

With support from the Bipartisan Infrastructure Law (BIL), NOAA is enhancing its full-scale capabilities in climate, fire, water, and weather. Recently, tens of millions of dollars in grants were announced to implement the priority actions of Regional Ocean Partnerships (ROPS) and the Integrated Ocean Observing System Regional Associations (IOOS RAs). Grants are also provided to coordinate the intertribal and interstate management of ocean and coastal resources. These first steps represent the beginning of a \$156M investment by NOAA for these purposes over the next five years.

NOAA's Regional Climate Services (RCS), including the Regional Climate Centers (RCC), worked with local, state, and regional partners to deliver place-based climate science and information products and services that are more efficient, cost-effective, and relevant to region-specific economic activity, hazards, and vulnerability.

Enhanced Predictive Forecasts

NOAA experimentally extended the Excessive Rainfall Outlook by two days. The product provides a "heads-up" to the emergency management community by depicting the likelihood of extreme rainfall, improving lead time for the most severe rainfall events.

Additionally, NOAA's Physical Sciences Laboratory, in collaboration with NOAA's Southwest Fisheries Science Center, developed new global forecasts that can provide up to a year's advance notice of marine heatwaves. Marine heatwaves can dramatically affect ocean ecosystems, and subsequently coastal communities and the fishery industry.

NOAA is poised and ready to implement stakeholder-requested, real time Flood Inundation Mapping (FIM) services leveraging National Water Model and River Forecast Center forecasts, in communities nationwide. The NWS Office of Water Prediction recently hosted an Industry Day to showcase Next Generation Water Resources Modeling and Flood Inundation Mapping (FIM) Services and started executing contracts to develop the framework for operationalizing FIM nationwide by FY 2026.

Enhanced Observational Infrastructure

NOAA successfully launched the Geostationary Operational Environmental Satellite ([GOES-T satellite, renamed GOES-18, on March 1, 2022](#)) and the Joint Polar Satellite System (JPSS)-2 satellite, renamed [JPSS-21, on November 10, 2022](#). GOES-18 is the third in NOAA's series of four advanced geostationary weather satellites that stream back more detailed views of weather events than ever before. JPSS-2 is the third of five satellites in NOAA's latest generation of polar-orbiting satellites that allow for continuous global observations for short- and long-term weather forecasts, extreme weather events, and climate change monitoring.

During FY 2022, NOAA acquisitioned two General Purpose Oceanographic Ships through a Navy-assisted acquisition. Both ships started the construction phase and will incorporate advanced capabilities for NOAA climate science. NOAA also acquisitioned a new Gulfstream G550 aircraft, a replacement for NOAA's current Gulfstream G-IV that offers enhanced data collection technologies including those for advanced climate data. The acquisition of a third King Air was initiated and will be outfitted with mission modifications for photogrammetry and snow survey.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

NOAA also captured the world’s first footage from inside of a category 4 hurricane using Sairdron Explorer. The data collected from drone deployments are critical for improving storm forecasting and are expected to reduce loss of human life by allowing better preparedness in coastal communities. And, for the first time, the U.S. Environmental Protection Agency is using NOAA atmospheric measurements to help support the national inventory of hydrofluorocarbons (HFCs) emissions. The American Innovation and Manufacturing Act of 2020 calls for an 85% reduction in HFC production and consumption by 2036.

On December 2, 2021, one of NOAA’s High Resolution Rapid Refresh Smoke models was transferred from NOAA’s Global Systems Laboratory to the National Weather Service. This model takes satellite observations of fire location and intensity and predicts the movement of smoke across the country over 48 hours.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	NOAA	Customer satisfaction with NWS services, as measured by the American Customer Satisfaction Index	85	86	86	81	82	81	Exceeded	81	81
Current/Recurring	NOAA	Number of Weather-Ready Nation Ambassador serving socially vulnerable populations and U.S. businesses	—	—	—	—	7,157	7,157	Met	7,207	7,257
Current/Recurring	NOAA	Number of StormReady communities serving socially vulnerable populations and U.S. businesses	—	—	—	—	390	390	Met	395	400

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

Current/ Recurring	NOAA	Number of economic sectors regionally engaged by the Regional Climate Services (RCS) program with sectoral needs documented and prioritized	—	—	—	—	—	—	N/A	9	12
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For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

NOAA made strong progress toward achieving Strategic Objective 3.1. Using results and recommendations from the Service Equity Assessment, a Service Equity Framework and Action Plan was developed to address recommendations from the assessment. This will enhance NOAA’s ability to deliver timely service to all communities, including those that are historically underserved.

NOAA is aware of challenge 2 listed in the OIG’s Top Management and Performance Challenges Report, “Ensuring Continuity of Environmental Data from Satellites, Ships, Aircraft, and Ground-Based Systems and Improving Weather and Climate Services.” NOAA is taking action to address this challenge by launching and developing new satellites, investing in, and planning for the next generation of satellites, building new ships and aircraft, and ensuring sound future infrastructures are in place for weather radar and information dissemination efforts. More details are listed in the Management Challenges section of this document.

Actions to Advance Progress through FY 2024

Transform Information Dissemination and Service Delivery

NOAA aims to support a whole-of-government effort to address the climate crisis by providing critical information to decision makers through enhanced wildfire, water, and ocean observing and forecasting capabilities. NOAA plans to enhance the service delivery framework by developing a user needs database, conducting surveys to gain societal insights on end-user decision making, synthesizing findings from coastal inundation needs assessments, and conducting engagement events with partners.

The NWS will initiate the operational deployment of NWSChat 2.0, a cloud-based commercial off the shelf (COTS) effort to improve information dissemination. The Advanced Weather Interactive Processing System (AWIPS) Program will work to migrate the AWIPS architecture to enable AWIPS to operate in a cloud environment, which will provide a flexible architecture that easily adapts to the changing role of the forecasters across the NWS. Additionally, the NWS will offer more training to its forecasters across the country utilizing cloud-based tools and platforms. Finally, the NWS will continue

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

to develop and implement a sustainable and scalable Spanish language translation approach and lay the groundwork to scale automated translations to additional foreign languages of NWS products.

NOAA will expand climate services at the local, state, and regional level, including pointed support for underserved regional populations. Additional support for Regional Climate Services (RCS) will enable NOAA to identify user needs and NOAA's role in supporting the top economic sectors, which vary from region to region, and improve development and delivery of operational information. Efficient and cost-effective delivery of climate science information, products, and services that address region-specific economic activity, hazards, and vulnerabilities help communities make informed decisions.

NOAA plans to develop standardized and accessible climate projections with society-relevant data delivery services to improve climate risk information, equity, and assist decision making across a wide range of stakeholders and economic sectors.

Increase and Strengthen Partnerships

The NWS Office of Organizational Excellence will implement an NWS Partnership Strategy and a subset of recommendations from the 2022 NWS Customer Experience (CX) Assessment Project to increase and strengthen NWS partnerships and customer experience with the Weather, Water, and Climate Enterprises. These activities include, but are not limited to the following: Quarterly NWS Partner Meetings and NWS leadership engagement calls/meetings; Proactive engagement with the NOAA Science Advisory Board (SAB) Environmental Information Services Working Group (EISWG) activities; Showcase CX best practices and principles through a case study to build CX capacity across the NWS; Supporting targeted NWS efforts in programmatic areas that should incorporate CX best practices; and Development of a NWS partner engagement model.

Enhance Predictive Forecasts

NOAA plans to operationalize real time Flood Inundation Mapping (FIM) services for 30% of the U.S. Population by FY 2024, with a goal of 100% for the population by FY 2026.

NOAA will work to improve critical infrastructure and operations toward improving predictions and warnings for extreme weather, water, and climate events. The NWS will continue Tsunami Warning Center (TWC) IT unification, ensuring operational consistency. Additionally, the NWS plans to complete the NEXRAD Service Life Extension Program (SLEP) which will provide a critical life extension to the Weather Surveillance Radar-1988 Doppler (WSR-88D), the radar used to issue life-saving warnings in extreme weather events.

NOAA plans to conduct directed research and proposal solicitations for R&D related to Uncrewed Systems (UxS) concepts and technologies to support missions across NOAA's Line Offices to move notional ideas to testable technologies and finalize mature, transition ready projects into operational use within NOAA.

Enhance Observational Infrastructure

NOAA plans to meet current and growing demands for airborne data requirements resulting from climate-induced changes by increasing staffing and

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

flight hours. As climate change results in floods and droughts, spurs more frequent and more intense hurricanes, alters the distribution of fisheries, and threatens coastal resources, scientists and decision-makers increasingly require data from NOAA aircraft to inform products and services for the Nation.

Additionally, NOAA plans to increase Ship Days at Sea (DAS), improving the utilization of the NOAA fleet in support of NOAA's growth in data collection requirements.

NOAA's new Gulfstream G550 airframe is scheduled to be in the modification phase during FY 2023 with an expected delivery in FY 2025. Additionally, NOAA approved an updated Aircraft Recapitalization Plan which identifies operational requirements for procuring new aircraft and decommissioning old aircrafts. NOAA will champion platform improvements required for technology advances and data collection to impact climate science.

Class A vessels (Oceanographer and Discoverer) will continue with construction, trials, and an expected delivery in FY 2024 for the lead ship and delivery in FY 2025 for the second ship. Contract award for the Class B vessel(s) with the primary mission of Survey and Charting will occur in FY 2023 followed by Detail Design and Construction into FY 2024. New ships will increase the scientific capability available to NOAA scientists for advances in climate science.

NOAA will establish the Geostationary Extended Observations (GeoXO), Near Earth Orbit Network (NEON), and Space Weather Next (SW Next) Programs to implement the next-generation satellite architecture recommendations in accordance with the National Satellite Observing System Architecture study.

NOAA will advance industry engagement to prototype a dual polarization Phased Array Radar (PAR) for a weather surveillance PAR testbed which would allow NOAA to evaluate industry's potential to deliver dual polarization PAR technology to meet NOAA's future weather radar requirements. PAR is a promising technology that could advance NOAA's current radars from 1988-based technology to radars that would be viable until the end of the 21st century.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

STRATEGIC OBJECTIVE 3.2 – Strengthen coastal resilience and advance conservation and restoration of lands and waters for current and future generations

Lead Bureau: NOAA

Contributing Bureaus: EDA

Key Strategies:

- Use data tools and public investments to improve coastal resilience
- Protect and restore coastal wetlands and coral reefs to sequester carbon, buffer storms and flooding, and foster biodiversity

Executive Summary of Progress

The impacts of climate change are already being felt across sectors and in locations where major cities and associated ports provide disproportionate economic benefits to the American way of life. Climate-induced impacts and events are costly and destabilize coastal industries and population centers. Additionally, healthy coastal ecosystems and marine resources provide substantial protection from coastal hazards, as well as recreation benefits, food security, and the removal and storage of greenhouse gases. Through significant investments from the Bipartisan Infrastructure Bill (BIL), NOAA will build Climate Ready Coasts, that is, healthy coastal ecosystems and resilient coastal communities and economies. NOAA is helping the nation to transition to a more sustainable model of science-based management and conservation of coastal and ocean resources.

NOAA produced an array of new and improved tools to help coastal decision-makers understand and address near-and long-term inundation risks. These tools include the [2022 Interagency Sea Level Rise Technical Report](#), interactive versions of the [Sea Level Trends map and State of High Tide Flooding and Annual Outlook](#), a data update to the [Sea Level Rise Viewer](#), and improved Great Lakes information for both the [Coastal Flood Exposure Mapper and Coastal Inundation Dashboard](#). The visualizations, long-term predictions and projections, and real-time information available via this suite of products will help coastal communities plan for and mitigate risk to changing ocean conditions. The release of the technical report resulted in 250 thousand visits to the relevant web pages; the technical report PDF was downloaded 39.6 thousand times and the report was cited in major news publications worldwide.

NOAA also made significant advances in conservation and restoration, supporting both the America the Beautiful initiative and DOC's Agency Priority Goal to advance designation processes for National Marine Sanctuaries and National Estuarine Research Reserves (NERRs). In January 2022, NOAA and the state of Connecticut designated the new Connecticut NERR to enhance coastal management, as well as local community and ecosystem resilience. NOAA also initiated the process to designate three new National Marine Sanctuaries: Papahānaumokuākea, Chumash Heritage, and Hudson Canyon. In addition to this designation work, NOAA recovered over \$114 million in settlements to support restoration of areas impacted by oil spills and hazardous waste.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

Through the Bipartisan Infrastructure Law, NOAA announced a significant investment in nature-based infrastructure, coastal zone management programs, NERRS, and marine debris research and removal. Through these transformative investments, coastal communities are poised to make huge strides in coastal resilience and economic development.

NOAA Sea Grant announced that Guam Sea Grant achieved status as a Sea Grant Institutional Program, a designation of growth from the program's previous Coherent Area Program status. The designation comes on the unanimous recommendation of the National Sea Grant Advisory Board and NOAA senior leadership. As an Institutional Program, Guam Sea Grant will be able to increase its contributions to the national Sea Grant network and enhance the practical use and conservation of Guam's marine and coastal resources.

In FY 2022, EDA embedded tools to strengthen coastal resilience. Climate considerations were embedded into the granting process through the requirement that all grantees provide climate impact-related information in their applications for infrastructure grants. Additionally, further climate considerations were enacted through the creation of a climate-resilience portion of the Comprehensive Economic Development Strategy (CEDS) Content Guidelines, which includes specific, targeted resources for Coastal and Island communities. In addition to this work, EDA plans to incorporate robust climate resilience language into its upcoming Public Works and Economic Adjustment Assistance (PWEAA) NOFO. While these actions may not directly or solely impact coastal resilience and conservation/restoration efforts, these actions mitigate potential harms which could occur in their absence. These actions also highlight important factors of consideration in projects which relate to coastal resilience and conservation/restoration efforts.

External to these efforts and in FY 2022, EDA made grants in support of resilience and environmental sustainability in coastal areas.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	NOAA	Number of communities that utilize Digital Coast	6,903	6,678	6,608	6,766	7,634	5,750	Exceeded	6,500	6,500
Current/Recurring	NOAA	Percentage of U.S. coastal states and territories demonstrating annual improvement in resilience capacity to weather and climate hazards	74%	77%	83%	94%	97%	55%	Exceeded	94%	94%

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Closing Out	NOAA	Number of square miles of new area advanced through one or more steps of the National Marine Sanctuaries or National Estuarine Research Reserves (NERRs) designation or expansion processes	—	—	—	—	591,982	591,981	Exceeded	593,681	DISC
Current/Recurring	NOAA	Number of Sea Grant tools, technologies and information services that are used by our partners/customers to improve ecosystem-based management	200	200	192	172	200	200	Met	200	200

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

In 2022, the U.S. experienced 20 weather/climate disaster events that each resulted in [losses exceeding \\$1 billion](#). This is above the average annual number of billion-dollar disasters (Consumer Price Index (CPI)-adjusted) for the last five years (17.8 per year) and significantly above the average over the last 40 years (7.7 per year). Given this trend is projected to continue, NOAA will work in partnership with federal, state, local, tribal, commercial, and nongovernmental stakeholders to significantly improve its readiness posture and response time in the wake of a disaster and decrease the recovery time of our Nation’s ports and coastal communities.

Over the past few decades, Arctic air temperatures increased at a rate more than twice the global average. Arctic communities are grappling with many issues including climate change-related impacts on subsistence livelihoods and food security, infrastructure, and transportation due to retreating sea ice, shorter winters, and a fragile ecosystem. Efforts to improve fundamental science and critical services could greatly improve the resilience of Arctic communities and their supporting ecosystems.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

NOAA's work, including efforts under the Bipartisan Infrastructure Law, will support work to implement nature-based solutions that have significant potential to help communities reduce flood risk, improve resilience to natural hazards, and benefit from environmental services. Increased NOAA capacity to support nature-based solutions would help support community adaptation planning to coastal inundation under sea level rise.

Actions to Advance Progress through FY 2024

Improving Coastal Resilience

NOAA will train 2,000 coastal professionals and deliver 225 technical assistance opportunities annually. NOAA will deliver key resilience products including Quarterly High Tide Flooding Bulletins and the 2023 State of High Tide Flooding and Annual Outlook. To help ensure NOAA's resilience work benefits Tribal and indigenous communities, NOAA will establish a tribally led and comprised Tribal Climate Initiatives Program and will assess on-going constraints to Alaska Native community resilience.

Bipartisan Infrastructure Law funding will enable NOAA to support expanded grant and contract activities for coastal resilience through the National Coastal Resilience Fund, Regional Ocean Partnerships, and state Coastal Zone Management Programs. NOAA will also collect critical positioning, gravity, and survey observations and data, as well as advance inundation modeling efforts to help establish a national Flood Inundation Mapping Service.

Conservation and Restoration

In support of the Department's Conservation Agency Priority Goal, NOAA will advance processes for proposed designations of three National Marine Sanctuaries: Lake Ontario, Chumash, and Papahānaumokuākea, as well as the proposed expansion of Florida Keys National Marine Sanctuary. NOAA will also advance processes for proposed designations of two National Estuarine Research Reserves in Wisconsin and Louisiana. Additionally, NOAA will respond to 100 coastal pollution incidents annually and develop strategies to prevent vessel accidents in National Marine Sanctuaries and National Marine Monuments.

Bipartisan Infrastructure Law funding will enable NOAA to support grant and contract activities for conservation through state Coastal Zone Management programs and National Estuarine Research Reserves.

Tackling Marine Debris

In FY 2023, as part of NOAA's Climate Ready Coasts initiative, NOAA will award approximately \$77 million using Bipartisan Infrastructure Law funds to supplement its existing efforts to address impacts from marine debris. Through the National Sea Grant College program, NOAA will invest a total of \$19 million in multi-year funding to develop transformational technology and social, behavioral, and economic approaches to prevent and remove marine debris in coastal and Great Lakes communities. NOAA will also award \$58 million through the Marine Debris program to remove large marine debris and use proven interception technologies to capture debris. The projects funded through these marine debris opportunities will improve the resilience of the coastal and marine environment and local economies, enabling them to bounce back more readily in the face of future storms and other natural disasters that often result in large amounts of marine debris.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

Resilience and Environmentally Sustainable Development Investment Priorities

EDA developed an investment priority that helps address the climate crisis through the development and implementation of green products, green processes, green infrastructure, green places, and green buildings. Projects supported by these investment priorities can include, but are not limited to, projects aimed at strengthening coastal resilience and advancing conservation and restoration of lands and waters. These investment priorities informed numerous investments by EDA through FY 2022 and will lay the groundwork for future investments in these areas.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

STRATEGIC OBJECTIVE 3.3 – Accelerate development and deployment of clean technologies

Lead Bureau: ITA

Contributing Bureaus: EDA, NIST, NOAA

Key Strategies:

- Increase clean technology exports
- Support offshore, renewable energy while protecting vulnerable marine species and maintaining the economic value of fisheries
- Advance cutting-edge technologies aimed at climate mitigation, adaptation, and resilience

Executive Summary of Progress

ITA partnered with the Office of the Special Presidential Envoy for Climate to launch the U.S. Clean Technologies Export Competitiveness Strategy (CTECS) to support the global competitiveness of U.S. technologies and products that meaningfully contribute to the transition to net-zero emissions in sectors such as energy, transportation, agriculture, and heavy industry. The Office of Energy & Environmental Industries (OEEI) leads the development and execution of the strategy. ITA is executing actions to increase exports of competitive clean tech sub-sectors along five workstreams:

- Developing targeted trade missions and event programming.
- Enhancing advocacy for U.S. clean tech companies.
- Increasing the role in international clean tech standards development and IP protection.
- Attracting Foreign Direct Investment (FDI) to grow domestic clean tech industrial base.
- Aligning commercial dialogues and initiatives to target regions presenting near-term opportunities.

To inform the development of this initiative, ITA conducted extensive outreach for public and industry feedback, including staff interviews with 50 industry stakeholders and public comments received from 44 stakeholders. In December 2021, the Secretary of Commerce hosted an industry roundtable comprised of senior executives from 11 U.S. companies representing a diversity of clean tech market segments. ITA released a comprehensive package of public communications materials, including the Climate and Clean Technology webpage on its trade.gov website, to inform public and industry stakeholders on ITA's work in this area. To establish a broader interagency strategy, ITA led an interagency team to draft a clean tech pillar of the National Export Strategy that detailed new and existing resources and near-term actions across the U.S. government in support of clean tech export competitiveness.

During FY 2022, ITA's export promotion efforts executed 172 client outreach activities to U.S. clean tech companies and logged Written Impact Narratives that demonstrated facilitation of U.S. company participation in more than \$2.7 billion in climate and clean tech projects abroad.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

In FY 2022, EDA invested \$495.8 million in 96 awards, including awards funded via its supplemental appropriations such as CARES or American Rescue Plan Act, to support investment priorities aimed at projects that support environmentally sustainable development. This investment priority focuses on economic development planning or implementation projects that address the climate crisis through the development and implementation of green products, green processes, green infrastructure, green places, and green buildings.

Many awards were funded through EDA's Build Back Better Regional Challenge (BBBRC), a \$1 billion grant competition created through the American Rescue Plan Act, which challenged communities to identify a set of interconnected investments that, together, could transform their local economy, expand economic opportunity and competitiveness, and create thousands of good jobs. In September 2022, the Administration announced 21 coalitions which were chosen from a highly competitive group of 60 finalists that each received \$500,000 seed grants after being selected from 529 applicants. These coalitions will each receive between \$25 million and \$65 million to fund 123 individual strategic projects to advance economic strategies benefiting 24 states. The selected portfolio includes three coalitions driving key segments of the clean energy economy:

- In New York's Southern Tier region, the New Energy New York coalition received \$63.7 million in BBBRC funds and will leverage SUNY Binghamton's legacy of innovation in lithium-ion battery technology to grow a domestic supply chain for advanced energy storage and support the country's clean energy transition.
- The Appalachian Climate Technology Coalition (ACT Now), led by Coalfield Development Corporation, received \$62.8 million to spur job growth in 21 economically distressed and coal-impacted counties in southern West Virginia by creating a hub of clean energy and green economy jobs.
- The H2TheFuture coalition in New Orleans, Louisiana, received 50 million in BBBRC funds to invest in projects spanning technology development, workforce training, and construction of critical infrastructure to speed the development of cost competitive green hydrogen, decarbonize the region's heavy industry, and create new clean energy jobs.

NIST laboratories accelerated the development of climate mitigation technologies, improved the ability to measure and track greenhouse gas emissions, and improved the performance and accuracy of climate observing systems. NIST, in coordination with the Laboratory for Atmospheric and Space Physics, made it possible to build and launch a lighter, cheaper device for measuring total solar energy reaching Earth that gives scientists insight into climate change on Earth.

NOAA developed data and analyses that informed the Bureau of Ocean Energy Management's offshore wind energy siting decisions. Spatial models for offshore wind energy siting in the Gulf of Mexico identified more than 730,000 acres that have the potential to power more than three million homes without disrupting fisheries and other ocean industries. NOAA also published spatial distributions of 33 species of marine birds for the contiguous U.S. Pacific outer continental shelf to guide siting of offshore wind farms that minimize negative impacts to their populations. In January 2022, NOAA and the Bureau of Ocean Energy Management signed an interagency memorandum to advance wind energy while protecting biodiversity and promoting cooperative ocean use. The new agreement leveraged the responsibilities, expertise, and relationships of both agencies and identified areas for potential collaboration, including improving the efficiency of environmental review and authorization processes for offshore wind permitting and reducing inconsistencies across different authorities.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	ITA	Number of International Trade Administration client outreach activities to U.S. clean tech companies	—	—	—	—	172	—	N/A	TBD	TBD
Proposed new	ITA	Value of clean tech Written Impact Narrative statements	—	—	—	—	\$2.70 B	—	N/A	TBD	TBD

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

ITA looks forward to continued success on CTECS. As clean tech needs evolve in the clean energy transition, ITA will closely coordinate with other federal agencies to further advance clean tech deployment. ITA continues to monitor new performance indicators that were introduced in FY 2022 and will decide on future status and, if applicable, appropriate target values once sufficient historical data is accumulated for analysis in FY 2023.

Actions to Advance Progress through FY 2024

ITA will execute its five internal workstreams to further enhance support for clean tech exporters. ITA received \$1 million in funding from the Department of State to establish a Clean Tech Special Projects Fund to support ITA activities that both assist U.S. clean tech exporters and strengthen U.S. support for developing-country trade partners to achieve shared goals in global emissions reduction, energy security, and sustainable economic growth. ITA will begin soliciting proposals for projects from staff in FY 2023 and will have \$250,000 available per year over the next four fiscal years.

ITA will also collaborate with interagency partners to draft a long-term strategy that provides recommendations for U.S. Government actions to position new and emerging clean tech sectors for export competitiveness as well as sectors supported under new legislation, such as the Bipartisan Infrastructure Law and the Inflation Reduction Act.

EDA will continue making awards to support the development and deployment of clean technologies through FY 2024. EDA will also monitor its BBBRC coalition awards focused on clean energy to glean best practices and recommendations that may help these efforts.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

NOAA will develop tools to inform planning and siting of offshore activities, including wind, aquaculture, and Marine Protected Areas (MPAs), including developing up to three spatial ecosystem models designed to inform offshore wind energy projects. NOAA will also improve the efficiency of environmental review and authorization processes for offshore wind permitting.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

STRATEGIC OBJECTIVE 3.4 – Embed climate considerations across Department programs

Lead Bureau: Office of the Secretary

Contributing Bureaus: All Bureaus

Key Strategies:

- Incorporate climate considerations into grant-making, stakeholder engagement, and internal processes
- Produce climate-related statistics and research that examine the links between climate and the economy

Executive Summary of Progress

The Department coordinates policy development, evaluation, and climate investments at the highest level, through Commerce’s Climate Council, ensuring consistent review, alignment, collaboration, and shared lessons learned. The Climate Council also coordinates the implementation of Commerce’s Department Administrative Order (DAO) 216-22: Addressing the Climate Crisis and provides specific recommendations to the Secretary on addressing climate impacts. The Council is chaired by the Deputy Secretary with leadership as Council representatives.

To incorporate climate considerations into grant-making, stakeholder engagement, and internal processes, the Economic Development Administration (EDA) has:

- Incorporated climate into its investment priorities under the Environmentally Sustainable Development investment priority. The inclusion of this investment priority exemplifies EDA’s commitment to highlighting the potential effects upon and interplay with climate change posed by future infrastructure projects.
- Added language on resilience (including climate resilience) in its American Rescue Plan Act (ARPA) NOFOs. EDA plans to include more robust climate resilience language in its Public Works and Economic Adjustment Assistance (PWEAA) NOFO (i.e., regular Public Works and Economic Adjustment Assistance funding). Work on this NOFO began in late Q1 of FY 2023.
- Added climate-related language to the Environmental Narrative Template. This revised document has been in use since late-June 2021 and has been utilized by all applicants for ARPA infrastructure projects. All relevant EDA application reviewers (e.g., Regional Environmental Officers, Engineers, and Construction Managers) were briefed on the changes to the Environmental Narrative Template.
- Developed draft language (including recommended tools and resources) that should be included in the Comprehensive Economic Development Strategy (CEDS) Content Guidelines related to incorporating climate resilience into economic development strategic planning. This language will recommend the CEDS planning process take climate resiliency into account, thereby leading to more climate-conscious regional economic development.
- For climate monitoring equipment and development of a Climate Change Action Plan, [EDA awarded a \\$660,000 CARES Act Recovery Assistance grant](#) to the Northern Arapaho Tribe, Fort Washakie, Wyoming.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

As part of its Climate Engagement Plan, [ITA led climate coordination efforts](#) within the bureau and the interagency. The Office of Energy and Environmental Industries (OEEI) leads the ITA Climate Working Group, a staff coordinating group that develops climate tools and guidance to help ITA respond to the climate imperative and conducts office-by-office roadshows to disseminate these materials. OEEI oversaw ITA coordination on climate issues through the Climate Working Group and Senior Leadership Team on Climate and supported Under Secretary participation in the DOC Climate Council. As part of these briefings, ITA identified which climate-related technologies and services were prime for export and the greatest opportunities in foreign markets. ITA also released a comprehensive package of new climate resources and public communications materials, including ITA climate talking points, an ITA Climate Fact Sheet, and the Interim International Energy Engagement Guidance, to serve as a resource for staff to engage with external clients and partners about what ITA does to promote climate and clean technology exports.

The Office of Sustainable Energy and Environmental Programs (OSEEP) held nine online training courses in FY 2022, as part of its redesigned web-based training and education program with a multidisciplinary series including Climate Literacy, Sustainability 101, Environmental Compliance, and Technical Development. Trainings and educational series were offered to all Department employees through the Commerce Learning Center and recorded for future use. In FY 2022, 1,652 Department employees attended training sessions on topics such as Climate 101, Greenhouse Gas Accounting, and the America the Beautiful Initiative. Commerce also partnered with other federal agencies to offer joint training on both climate and sustainability topics.

In addition, NOAA educated both federal employees and external stakeholders on science-based information on climate. Examples of NOAA's far-reaching climate literacy programs include: Climate.gov; Climate Smart Communities Initiative; Sea Grant; Digital Coast; Climate Literacy and Energy Awareness Network (CLEAN); the Federal Adaptation and Resilience Group; and the Federal Climate Engagement and Capacity Building Interagency Working Group. The Department also provided cross-training opportunities for the acquisition workforce through the following Government-wide courses: Green Logistics: Planning for Sustainability; How to Integrate Green into Acquisition; General Services Administration (GSA) Schedules and Sustainable Acquisition; Sustainable Procurement Program. [NIST delegation collaborated with the Intergovernmental Panel on Climate Change \(IPCC\)](#), the United Nations body that publishes scientific assessments of climate change, to ensure the summary accurately reflected the underlying science.

The USPTO announced the launch of the [Climate Change Mitigation Pilot Program](#). This pilot program is a component of the USPTO's commitment to explore accelerated review of patent applications that pertain to environmental quality, energy conservation, development of renewable energy, greenhouse gas emission reduction, or other climate related topics. By facilitating reduction in greenhouse gases, the pilot aims to complement efforts to enhance climate resilience and adaptation.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	EDA	Number of economic development grants made to support environmentally sustainable investments	—	—	—	—	94	—	N/A	14	TBD
Proposed new	DM	Number of people engaged through climate literacy training and education.	—	—	—	—	1,587	1,000	Exceeded	1,250	1,500

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

The Department promotes trade, economic and business development, innovation, entrepreneurship, accurate supply chain information, best practices, standards, and performance metrics that consider climate change, while creating economic growth and ensuring that U.S. businesses remain competitive. Commerce will also ensure it is positioned to help companies turn the emerging demand for climate-friendly technologies into a competitive advantage for U.S. manufacturers and entrepreneurs.

Actions to Advance Progress through FY 2024

- BEA will advance economic accounting related to the environment and climate to better understand the interplay between climate work and the U.S. economy.
- BIS will identify areas in core practices and programs that can incorporate climate considerations, including developing outreach strategies on export control awareness and compliance for companies focused on climate related solutions and technologies.
- Census will conduct additional analyses to better understand the effects of climate change on businesses and communities, then share learnings from those analyses with relevant stakeholders, including other bureaus.
- EDA will require all applicants proposing infrastructure projects to consider impacts from climate in the project design. EDA will also identify new avenues to incorporate climate considerations into their work (e.g., through NOFOs, trainings, and CEDS Content Guidelines).
- ITA will prioritize clean technology in the national export strategy and in engagement with the Trade Promotion Coordinating Committee, as part of its work to coordinate the export promotion and export financing activities of the U.S. Government.

Strategic Goal 3: Address the Climate Crisis through Mitigation, Adaptation, and Resilience Efforts

- MBDA will review its programs and practices to identify opportunities to further embed climate considerations into its work.
- NIST will establish a dedicated process to coordinate, elevate, and enhance its climate work and identify additional opportunities for collaboration with other bureaus to advance Commerce's knowledge of climate solutions.
- NTIA will review its programs and practices to identify opportunities to further embed climate considerations into its work.
- NOAA's new Climate Council will oversee, coordinate, and strengthen its various offices' work on climate. Based on an inventory of its current climate work, and listening sessions held with external stakeholders on their use of NOAA's climate data, tools, and services. NOAA will identify and enhance areas for improvement related to climate data, tools, and services.
- The USPTO will explore the potential to accelerate review of patent applications related to environmental quality, energy conservation, renewable energy development, greenhouse gas emission reduction, or other climate related topics.
- Under this Climate Change Mitigation pilot program, qualifying nonprovisional utility patent applications, involving technologies that mitigate climate change by reducing greenhouse gas emissions, will advance out of turn for examination (accorded special status) until a first action on the merits.

Strategic Goal 4: Expand Opportunity and Discovery through Data

STRATEGIC OBJECTIVE 4.1 – Implement evidence-based decision making within the Department of Commerce to increase program and policy impact

Lead Bureau: OUSEA

Contributing Bureaus: All Bureaus

Key Strategies:

- Create organizational infrastructure to establish evaluation as a critical agency function and a high-performing internal service
- Identify statistical and administrative data that can be used to assess the impact of Federal interventions and develop refinements to increase the utility of the data

Executive Summary of Progress

The [Foundations for Evidence-Based Policymaking Act of 2018](#) (Evidence Act) and White House circulars and memoranda direct the Federal Government to make decisions using the best available evidence. The Department implemented all the fundamental requirements of the Act and OMB guidance. A Department Chief Data Officer (CDO), Evaluation Officer (EO), and Statistical Official (SO) were appointed. A [Learning Agenda](#) was developed as part of the [Strategic Plan](#). A [Capacity Assessment](#) was developed and published. An Annual Evaluation Plan was part of the President's Budget submission in [FY 2022](#), [2023](#) and [2024](#). The Department's approved [Evaluation Policy](#) sets standards for program evaluation and charges all bureaus to evaluate programs regularly.

Commerce established evaluation as a critical agency function by placing the Evaluation Officer (EO) in the Office of the Under Secretary for Economic Affairs (OUSEA) with the CDO and Commerce's Chief Economist. The structure increases collaboration and identification of data available for evaluation and data gaps and connects the work of the CDO and EO to priorities and emerging issues. In addition, Evaluation Leads were designated in every bureau. To provide additional short-term centralized staffing capacity under OUSEA, details, Intergovernmental Personnel Agreements (IPAs), fellowships, and interns were employed to support evaluation efforts. Working groups of the Commerce Data Governance Board (CDGB) and the Commerce Equity Council are a particularly effective means of both increasing capacity and engaging key bureau staff in building evidence and executing evaluations. Additionally, the Department realized significant capacity improvements with the Census Bureau's evolution as a Center of Excellence for supporting evaluation data needs and evolving data methodology. Commerce evaluation work is also supported by GSA's Office of Evaluation Science.

Identifying data to assess the impact of Federal interventions and developing data refinements has exponentially increased collaboration among bureaus. Census is working with EDA on refining baseline data for the small areas that are often the impact areas for EDA investments. Census is collaborating with NTIA on mapping broadband availability, affordability, and uptake. NOAA and Census have collaborated on community resilience estimates. The work will evolve to a means of tracking improvement from the American Rescue Plan and Bipartisan Infrastructure Law. These collaborations follow up on the work

Strategic Goal 4: Expand Opportunity and Discovery through Data

of a multi-bureau team chaired by the Deputy Director of the Census Bureau. The team recommended that programs develop means of using statistical/administrative data to monitor and evaluate programs. Using statistics will both increase the reliability and comparability of findings and reduce the reporting burden of recipients of program funding. A Metrics Working Group was created and tasked to develop improved standardized measures of impact. The newly created Equitable Measures Lab is creating a tool kit to measure and track equity.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	OUSA	Percent of Annual Evaluation Plan Projects on Track	—	—	—	—	92%	80%	Exceeded	80%	80%
Proposed new	OUSA	Percent of Milestones on Track for Working Groups Building Evaluation Metrics	—	—	—	—	100%	80%	Exceeded	80%	80%

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

In FY 2022, progress on SO 4.1 was very significant. Department and Bureau staff are committed to execution of the Department Learning Agenda and Annual Evaluation Plans, the topics in which are fully aligned with the Strategic Plan. The Department continued to increase staffing capacity and mature its evaluation capacity through including stakeholder engagement, development of tools to accelerate the use of data for evidence, and outreach needed to build partnerships with other agencies, non-profits, and academics.

Actions to Advance Progress through FY 2024

Funding is provided in the FY 23 appropriation to increase enterprise level capacity for implementing Title 1 of the Evidence Act. The President’s Budget for FY 24 includes another 2 positions to conduct evaluations at the Department level. In addition, Commerce cross-bureau collaborations with the Census Bureau will develop approaches to track project impact using statistical and administrative data. The work of the Metrics Working Group and Equitable Measures Labs will document key performance indicators and evaluation metrics used to measure impact and equity. OUSA, in collaboration with the Census Bureau and the Department of Labor, will investigate the use of Longitudinal Employer-Household Dynamics (LEHD) data and the Quarterly Census of Employment and Wages for program evaluation.

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OUSEA will identify opportunities to further increase capacity using IPAs, details, and training programs. The EO will take actions needed to engage, grow, and train an internal community of practices through professional development opportunities. Best practices of other agencies will be adopted to accelerate the maturation of evaluation efforts.

Based on the work of the Equitable Measures Lab, an Equity Data Playbook will be developed with information on data available to advance equity.

STRATEGIC OBJECTIVE 4.2 – Modernize economic and demographic statistics to better meet business, policymaker, and community needs

Lead Bureau: Census

Contributing Bureaus: BEA, OUSEA

Key Strategies:

- Expand high-frequency data products in response to government, public, and business data needs
- Modernize data collection and production methods for creating quality data products with minimal respondent burden
- Develop new and expanded products to measure a dynamic economy

Executive Summary of Progress

Post-Secondary Employment Outcomes (PSEO)

Census increased partnerships with higher education institutions and systems resulting in an expansion of Post-Secondary Employment Outcomes (PSEO). PSEO is an experimental data product which provides earnings and employment outcomes for college and university graduates by degree level, degree major, and post-secondary institution. With the recent expansion, PSEO now includes data on 534 institutions, which cover approximately 21 percent of all college graduates.

Economic Census

Census released all data products from the 2017 Economic Census on time, featuring new information on products and services based on the North American Product Classification System (NAPCS) as well as new e-commerce statistics. The 2022 Economic Census is underway, reflecting successful preparations undertaken in FY 2022. Machine learning and natural language processing techniques will automate industry and classification coding, which will reduce respondent burden and improve the efficiency of analytical review.

Business Formation Statistics (BFS)

Census accelerated the quarterly Business Formation Statistics to a monthly product that provides timely and high frequency information on business formations at the national, regional, and state with industry detail levels.

Small Business Pulse Survey (SBPS)

Census completed six phases of the Small Business Pulse Survey and started data collection for a seventh phase. Census regularly adjusts content to measure the changing nature and the effect of the coronavirus pandemic on the Nation's small businesses and capture the impact of other major disruptive localized events such as hurricanes.

Strategic Goal 4: Expand Opportunity and Discovery through Data

New Measures of Technology

Census released new products from the Annual Business Survey (ABS), Annual Capital Expenditure Survey (ACES), and Annual Survey of Manufactures (ASM) to measure business adoption of nascent technologies like machine learning, robotics, automation, and artificial intelligence as well as indirectly measure the impact on employment and productivity.

New Total Manufacturing Estimate

Census released a monthly total manufacturing estimate. Previously, separate economic reports were issued on durable and non-durable goods. This improvement brings the reports together for a combined advance release. More timely manufacturing estimates benefit BEA's estimates of Gross Domestic Product.

Current Population Survey (CPS)

Census started preliminary work on an Internet self-response mode for the Current Population Survey (CPS). Census is outlining the Internet instrument and is working to add the instrument to the bureau's Data Ingest and Collection for the Enterprise (DICE) system for development. Census also conducted testing and research on wording and mode interactions.

Electronic Health (EHealth)

Census matured its EHealth initiative, designed to identify existing gaps in Federal statistics which can be filled by enhancing health records with the bureau's unique assets. The bureau delivered a report of findings to EHealth's inaugural research partner, the Utah State Department of Health (DoH), which documented a successful effort to append demographic information from the American Community Survey to Emergency Department patient records provided by the Utah DoH. This work was conducted securely under the legal authority of Title 13, with all records anonymized and used strictly for the purposes of producing disclosure-reviewed statistics. Additional efforts are underway with the University of North Carolina, Stanford University, the American Board of Family Medicine, the Department of Health and Human Services Agency for Healthcare Research and Quality, and others.

Household Pulse Survey (HPS)

Census provides near real-time data informing on the impacts the pandemic had on American households through the HPS, which was designed and launched in the earliest days of the COVID-19 pandemic. Data from the HPS are widely used and cited by Federal and state agencies, academics, and the media to guide response and recovery efforts on employment and employment income, consumer behavior, housing and food security, educational disruption, access to healthcare, and mental health.

National Experimental Wellbeing Statistics (NEWS)

Census is working on the NEWS project to use administrative and survey data to improve estimates of income and poverty statistics (including their dynamics). This project addresses biases in survey data including increasing nonresponse, measurement error, and misreporting using data from the Internal Revenue Service, Social Security Administration, other state and Federal Government agencies, and third-party data providers. This builds on years of research on measurement error and bias in survey data. Most recently, knowledge from this project enabled the Census Bureau to develop

Strategic Goal 4: Expand Opportunity and Discovery through Data

alternative weights for the CPS Annual Social and Economic Supplement and the American Community Survey to address nonresponse bias caused by pandemic-related data collection disruptions.

Concurrent annual update of national, state, and industry Gross Domestic Product (GDP)

Following the first-ever release of industry, state, and national GDP (third estimate) simultaneously, BEA produced the first concurrent annual update of national, industry, and regional statistics, harmonizing new source data across all three accounts and providing a comprehensive picture of the U.S. economy and its geographic and industry underpinnings.

Improved Regional Statistics

BEA published quarterly statistics for state GDP and state personal income simultaneously, providing a fuller picture of state economies synchronized to national quarterly GDP and GDP by industry statistics. BEA also published the first-ever estimates of inflation-adjusted personal consumption expenditures by state, showing how the effects of price levels across states affect consumer spending.

International Investment Statistics

BEA published preliminary results of the 2019 Benchmark Survey of U.S. Direct Investment Abroad, the bureau's largest survey, including new questions to measure the digital economy. BEA also published new statistics on direct investment in both U.S. and foreign special purpose entities (SPEs), legal entities with little or no employment of physical presence that can have substantial investment flows, as well as statistics on the currency composition of U.S. debt for assessing U.S. exposure to foreign currency risks in international investments.

Income Distribution

BEA updated statistics on the distribution of personal income covering 2000-2019 with refined methodology and more detail for the lower end of the distribution. BEA also published two key working papers, one evaluating the feasibility of producing quarterly income distribution statistics and another providing preliminary estimates of household personal income distribution by state. These statistics and research efforts addressed growing interest in the topic of income inequality and the way in which the nation's prosperity and growth are shared across households.

Trade in Value Added

BEA published prototype annual single-country trade in value added statistics (TIVA) for 2007-2020 that provided insights into U.S. supply chains, including how U.S. industries participate in global value chains and engage in international trade.

Value of Data

BEA published experimental estimates of own-account data stocks and flows for the U.S. business sector, a critical first step in measuring a growing and important asset class that is currently unaccounted for in the national economic accounts or the digital economy statistics.

Strategic Goal 4: Expand Opportunity and Discovery through Data

Puerto Rico GDP

BEA published its first Spanish-language website dedicated to the GDP for Puerto Rico statistics. This new website allows for expanded outreach to data users and increased findability for online search engines.

International Engagement

BEA played a leadership role in the process to update many of the international manuals that ensure economic statistics capture the changing economy and maintain consistency across countries, including:

- System of National Accounts (led by the United Nations Statistics Division)
- Balance of Payments and International Investment Position Manual (International Monetary Fund)
- Benchmark Definition of Direct Investment (OECD)
- Manual on Statistics of International Trade in Services (OECD)
- International Merchandise Trade Statistics manual (UN Statistics Division)

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	BEA	Reliability: Percent of GDP estimates that are statistically reliable	92%	94%	94%	92%	93%	85%	Exceeded	85%	85%
Current/Recurring	BEA	Milestones completed related to improving economic accounts	100%	100%	100%	100%	100%	100%	Met	100%	100%
Current/Recurring	Census	Percentage of key data products for Census Bureau programs released on time to support effective decision-making of policymakers, businesses, and the public	100%	100%	85%	100%	85%	85%	Met	85%	85%

Strategic Goal 4: Expand Opportunity and Discovery through Data

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	Census	Percentage of milestones met in developing Census information technology (IT) enterprise to enhance collection, processing, and dissemination of data	74%	100%	100%	100%	100%	85%	Met	85%	85%
Proposed new	Census	On-time delivery of data products from the High Frequency Data program that measure the impact of significant events in near-real time	—	—	—	—	—	—	N/A	85%	TBD
Proposed new	Census	Percentage of new or expanded data products released as scheduled	—	—	—	—	—	—	N/A	80%	85%
Proposed new	BEA	Timeliness: On-time release of economic statistics	72	65	73	70	72	70	Exceeded	70	70
Current/Recurring	BEA	Relevance: Customer satisfaction (on a 5-point scale)	4.1	4.1	4.2	4.4	4.3	4.0	Exceeded	4.0	4.0

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Strategic Conclusions and Recommendations

Considering the notable progress made, the contributing bureaus will stay the course on executing the key strategies for this strategic objective, including implementing the planned actions described below. The contributing bureaus will address challenges in improving economic and demographic statistics as they arise. The bureaus will also maintain a strict production schedule to ensure that indicators are released on time.

Strategic Goal 4: Expand Opportunity and Discovery through Data

Actions to Advance Progress through FY 2024

New High Frequency Data Program

The Census Bureau will begin the planning and execution of a new High Frequency Data Program, which will provide stakeholders with ongoing granular and timely data products in near real-time. Through FY 2024, Census will expand the generic clearance process to expedite economic data collection in the event of emergency situations.

New Principal Economic Indicator

Census will work with the Office of Management and Budget to designate the Business Formation Statistics as a new principal economic indicator.

Annual Economic Surveys

Census will implement key recommendations from the National Academies of Sciences' report on Reengineering the Census Bureau's Annual Economic Surveys.

Redesign and Acceleration of Key Economic Indicators

Census will research new methods and techniques such as the use of satellite imagery to redesign and accelerate the construction indicator to better measure changes in construction activity.

New Content

Census will include new content related to the pandemic on multiple surveys to help measure the impact of COVID-19. Additionally, Census will explore adding demographic characteristics of business owners, like gender, race, and ethnicity, to existing products.

Alternative Data Sources

Census and BEA will use alternative data sources to substitute or supplement survey responses and add geographic and industry detail to improve data relevance, timeliness, and accuracy.

Differential Privacy

Census will research new disclosure methods that allow for the release of data that were previously suppressed.

American Community Survey (ACS)

Census will increase the agility of the ACS in the face of constantly changing times that spawn new data needs. This ensures that Census delivers public value to the Nation's communities. Census is engaged in numerous activities to build and maintain customer support, awareness, and trust in the ACS. By focusing on providing a positive experience for customers, Census will minimize burden for survey respondents while keeping content current, maintaining high data quality, and allowing the survey to respond to emergent issues.

Strategic Goal 4: Expand Opportunity and Discovery through Data

Current Population Survey (CPS)

Census will develop and test the Web-based, self-response instrument for the Current Population Survey, which is the basis for the national unemployment rate.

Household Pulse Survey (HPS)

Census will build the capacity to quickly measure the impact of national crises or important events and provide information to policy makers and the public.

Electronic Health (EHealth)

Census will expand the electronic health (EHealth) initiative:

- By presenting findings from the Utah Department of Health working paper.
- Distributing the initial set of University of North Carolina tables in appropriate forums (some journal and conference submissions and acceptances have already taken place) and beginning discussions on the next phase of the partnership.
- Ingesting data from the American Board of Family Medicine and Stanford to build an observational cohort from primary care clinical registry data linked to individual level data at the U.S. Census Bureau (such linkages will allow the Census Bureau to assemble life course individual patient measures).
- Continuing research on healthcare providers.

Following discussions with EHealth stakeholders, the Census Bureau launched a cross-directorate effort to develop a high-quality frame of medical facilities and providers through access to the Business Register and external data sources. This work leverages resources unique to the Census Bureau and is expected to fill a key gap in the understanding of the structure and characteristics of health care delivery in the United States.

Community Resilience Program (CRE)

Census will foster its existing relationship with both Federal Emergency Management Agency (FEMA) and EDA. Given the CRE provides granular population estimates that support disaster work, and with appropriate funding, Census will extend models to other needs, develop historical estimates, complete further validations, and publish new estimates and research. EDA invested in these data as a tool to distribute recovery monies directly to communities. The CRE will develop this tool. Multiple Federal agencies are working with the Census Bureau to use the CRE for their response to Executive Orders for underserved areas and the CRE will explore these additional partnerships.

Concurrent Benchmark Update

BEA conducts a benchmark update of national, industry, and regional accounts every five years to incorporate new Economic Census source data, update the real GDP reference year, and many other changes that ensure the accuracy of BEA statistics. The first concurrent benchmark update of the accounts will be released in September 2023, and will provide a detailed and comprehensive picture of the economy and establish baselines for all BEA's economic accounts for the next five years.

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Global Value Chains

The first set of trade-in-value-added results were released in December 2021 because of the three-year reimbursable agreement BEA entered with the National Science Foundation's National Center for Science and Engineering Statistics to produce new data on global value chains. This work to support a better understanding of U.S. competitiveness, address data gaps on high-tech and knowledge-intensive industries and expand statistics on global value chains will continue into FY 2024.

Python Conversion

BEA will complete the second year of a five-year process to convert statistical production from legacy systems to the Python programming language to increase collaboration across BEA programs and interoperability of systems within the bureau and build upon BEA's use of data science and innovative statistical methods.

Income and Consumption Distribution

BEA will bolster research efforts to improve the methodology for national income distribution statistics, increase timeliness, and develop experimental regional estimates of both personal income and consumption. Experimental regional estimates will be developed in collaboration with the Bureau of Labor Statistics.

Environmental Economic Accounting

BEA will conduct research efforts, including the valuation of land in the national balance sheet and the physical flow of air emissions and pollutants, consistent with BEA's national accounts and United Nations frameworks.

STRATEGIC OBJECTIVE 4.3 – Improve Commerce data usability and advance ethical, responsible, and equitable data practices

Lead Bureau: OUSEA

Contributing Bureaus: All Bureaus

Key Strategies:

- Modernize the data ecosystem
- Develop principles, guidance, and capacity for appropriate data practices at Commerce
- Leverage partnerships and stakeholder engagements to continuously improve data access and usage
- Strengthen scientific integrity across Commerce
- Improve efficiency of data sharing

Executive Summary of Progress

The Evidence Act required agencies to establish an agency Data Governance Body. The Commerce Data Governance Board (CDGB) was established as an effective structure for developing guidance for department data practices and modernizing the data ecosystem. In August 2021, the CDGB published the [Commerce Data Strategy](#) which described the goals, and objectives for maximizing the value of Commerce’s data assets. It emphasized the responsibility of Department headquarters and bureau leaders to ensure data is comprehensive, consistent, credible, and appropriately accessible to all. The [Commerce Data Strategy Action Plan](#) described the near-term activities that will implement the Data Strategy. A [Commerce Geospatial Strategy](#) governs spatial data.

An important CDGB data accessibility milestone was accomplished with the launch of the [Commerce Data Hub](#). The site provides links to the public data maintained by Department bureaus and offices and is updated monthly. New and improved data tools increased data usability. The Census Bureau offers [My Community Explorer](#), [On-the-Map](#), and [Community Resilience Estimates for Equity and Disasters](#). BEA publishes [Data Tools](#). ITA released the [2020 U.S. Metropolitan Export Series Data](#), [Jobs Supported by Exports](#), [ITA Manufacturing Industry Tracker](#), the [U.S. Energy Trade Dashboard](#), and [ADCVD Proceedings \(trade.gov\)](#). They also modernized [Online Foreign Trade Zone information System](#) for a better user experience and more efficient access to public information.

The Maturity Assessment and Data Skills Working Group of the CDGB supports assessment of staff data skills and approaches to recruiting and upskilling staff. Some bureaus already created robust training programs. Notably Census, BEA and ITA have complete curriculums and delivery systems for training on basic and advanced data skills.

The Commerce Geospatial Working Group responds to the requirements of the Geospatial Data Act of 2018. The Innovation Working Group bolstered The

Strategic Goal 4: Expand Opportunity and Discovery through Data

Department's ability to innovate across the data life cycle. It leverages stakeholder engagement from events like [The Opportunity Project Summit: Open Innovation for All](#) to continuously improve data access and usage. A Commercial Data Working Group will identify commercial data that has department-wide interest and could be acquired using a vehicle that achieves economies of scale.

The Department initiated a Scientific Integrity Committee to ensure the integrity of the scientific process and activities used to inform decisions. The working group established a [Scientific Integrity Commons](#) to communicate progress. The Department is also in the process of drafting a Department policy on Scientific Integrity.

[Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#) directed Federal agencies to evaluate if their policies and practices produce equitable results and to make changes necessary to ensure equity. Agencies required data for these assessments and for tracking the impact of corrective actions. A series of Equitable Measures Labs provided bureaus with data options and innovations for measuring equity.

Data sharing among agencies and with researchers holds abundant potential for invaluable insight. BEA supported the Advisory Committee on Data for Evidence Building (ACDEB) which provided recommendations for balancing the need for insight with the obligation of privacy protection. A multi-bureau Commerce team prepared a report with detailed guidance on ways to enable data linkage within the boundaries of required protocols. The Census Bureau led development and testing of the Single Application Process (SAP) whereby a researcher uses one process to request data access from multiple Federal agencies.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	OUSEA	Percent Data Strategy Action Plan milestones met on time	—	—	—	—	77%	70%	Exceeded	70%	70%
Proposed new	OUSEA	Number of Participants in data Outreach/Engagement events	—	—	—	—	—	—	N/A	TBD	TBD

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Goal 4: Expand Opportunity and Discovery through Data

Strategic Conclusions and Recommendations

Work on the Commerce Data Action Plan is on track. Progress was made on data access and usability through the publication of the Data Hub and new tools for data analysis. A Committee structure is in place to further advance data governance, technical skills, equity, innovation, and stakeholder engagement. Well-developed strategies and plans are in place to achieve Strategic Objective 4.3; the collaborators should execute the strategies and plans for continued accelerated progress.

Actions to Advance Progress through FY 2024

The Commerce Data Governance Board FY 2023 Action Plan details Department tactics to Strategic Objective 4.3. Particularly notable actions include:

- Analytics on Bipartisan Infrastructure Law and American Rescue Plan funded programs – Methodology and data standards will be developed to calculate Department-wide metrics.
- Equity – Guidance and tools will be developed to facilitate measurement of benefits extended to the underserved.
- Commercial Data – A pilot project will be conducted to assess acquiring commercial supply chain data at an enterprise level.
- Data Innovation – Common data and metadata standards will be assessed toward facilitating private sector innovation with public data.
- Workforce Data Skills – A Department-wide coordinated approach to data practitioner recruitment and professional growth will be developed.

The Census Bureau will research and refine privacy protecting technologies including creation of synthetic data, validation system development, formal privacy methods for surveys, modeling, and multi-party computing. These efforts aim to support data sharing without exposing confidential information.

The Census Bureau will also modernize the data ecosystem. Notably, for the 2030 Decennial Census, Census will:

- Integrate data processing with data collection to address issues and improve quality in real-time.
- Streamline the operational support infrastructure to improve effectiveness.
- Develop an approach to conducting census enumeration across the decade to minimize and optimize end-of-decade data collection activities.

The Census Bureau will also upgrade systems supporting economic and demographic surveys and support the use of the Data Collection and Ingest Enterprise system (DICE) for the surveys. Census will develop enhanced functionality throughout FY 2024 and into FY 2025 in support of 13 additional surveys and expanding the use of ingest capabilities for third-party and administrative data.

BEA will explore methods to harness big data, alternative datasets, and incorporate advanced data science techniques to improve the timeliness and accuracy of critical data that feed into gross domestic product (GDP). They will continue the five-year process of converting statistical production from legacy systems to the Python programming language. The change will increase collaboration across BEA programs and interoperability of systems within the bureau and facilitate the introduction of modern computing techniques.

STRATEGIC OBJECTIVE 5.1 – Effectively implement new Department of Commerce authorities and investments

Lead Bureau: Office of the Secretary

Contributing Bureaus: All Bureaus

Key Strategies:

- Establish and communicate clear performance management protocols for new and expanded financial assistance programs
- Ensure efficient, effective, and transparent use of funds
- Ensure programs serve all relevant stakeholders
- Increase workforce capacity and innovation competencies

Executive Summary of Progress

The global need for infrastructure is set to surpass \$53 trillion through 2030. This highlights the importance of the Department of Commerce's efforts to implement new legislative acts and allocate funds to key bureaus. The Department's achievements in FY 2022 lay the foundation for continued progress and growth in the coming years.

In FY 2022, the Department made strides in the implementation of programs funded by legislative acts, including the American Rescue Plan (ARP), the CHIPS and Science Act, the Inflation Reduction Act, and the Bipartisan Infrastructure Law (BIL). The funds from these acts were directed towards crucial bureaus, including the National Telecommunications and Information Administration (NTIA), the National Oceanic and Atmospheric Administration (NOAA), the Minority Business Development Agency (MBDA), the National Institute of Standards and Technology (NIST), the International Trade Administration (ITA), and the Economic Development Administration (EDA).

Infrastructure Investment and Jobs Act

NTIA enhanced cybersecurity and increased broadband access across the country. BIL provided \$48 billion in funding for NTIA to reach 100% access to reliable, affordable, high-speed internet service. Through the Internet for All initiative, all 56 eligible states and territories are now participating in the program. In addition, with \$300 million from the Bipartisan Infrastructure Investment and Jobs Act, NTIA awarded more than \$1.3 billion in grants to Tribal entities and minority-serving institutions. This expansion of quality internet was an unprecedented effort to close the digital divide, improving access to healthcare, education, and jobs, while also supporting the development of an equity-driven telecommunications workforce.

NOAA utilized new funding from BIL to upgrade its infrastructure for weather prediction and research and make historic investments in coastal reliance. Nearly \$3 billion was allocated to NOAA to increase climate resilience and restore and improve coastal habitats, especially for Tribal Nations and

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underserved communities. These investments will impact habitat restoration, coastal resilience, and weather forecasting infrastructure, while simultaneously benefiting businesses across sectors such as agriculture, energy, and transportation.

In FY 2022, MBDA became a permanently authorized agency within the department and received increased funding to promote the growth, development, and resilience of minority-owned businesses. With this new role, MBDA can work to reduce barriers and provide support to minority-owned businesses through increased access to capital and technical assistance.

Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan (ARP)

By the end of FY 2022, nearly 100% of CARES Act and ARP Act funding were obligated. All bureaus are either on schedule or ahead of schedule in outlaying these funds. In FY 2022, the Department conducted regular oversight to ensure the transparent and effective use of funds for CARES and ARP funded programs. The Department's governance and accountability requirements reinforced those directed by the Office of Management and Budget (OMB) and included both financial and non-financial controls. Bureaus with COVID-19 relief funding were required to provide detailed and accurate award descriptions and report monthly the use of funds via USASpending.gov. Bureaus also submitted implementation plans for new programs established under the ARP and included ARP programs in their equity assessments and action plans. The Department's Performance Excellence Office and senior leadership conducted quarterly reviews of the performance and progress of CARES and ARP Act programs. Reporting requirements will continue into FY 2023 and will expand on new sources of funding.

In June 2022, the Commerce Infrastructure Coordination (CIC) Working Group conducted a Cross-Portfolio Review to assess key performance indicators, milestones, budgets, staffing levels, and risk. The CIC engaged in regular meetings with the implementing bureaus as well as three one-time executive steering committee meetings to establish program baselines and provide recommendations as to how best to support, address implementation challenges, and manage shared risks in executing new funding sources across the Department.

Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act

In August 2022, Congress enacted the CHIPS and Science Act, which provided the Department with \$50 billion to make historic investments in strengthening American semiconductor manufacturing and invest in research and development (R&D) of the industries of tomorrow. In FY 2022, the Department established the CHIPS for America program within NIST and outlined its goals to establish and expand domestic production of leading-edge semiconductors, build a sufficient and stable supply of mature node semiconductors, invest in R&D to ensure the next generation semiconductor technology is developed and produced in America, and create good-paying manufacturing and construction jobs.

Inflation Reduction Act (IRA)

In August 2022, Congress enacted the Inflation Reduction Act (IRA), which provides \$3.3 billion to NOAA to advance its work on building a Climate-Ready Nation. The IRA is the largest federal investment in clean energy in U.S. history and in combination with the funding in the Bipartisan Infrastructure Law, will be instrumental in ensuring American communities are resilient to climate change, advancing critical research and development to fight climate changes, and creating good-paying jobs along the way.

Strategic Goal 5: Provide 21st Century Service with 21st Century Capabilities

Other Initiatives

ITA focused on boosting competitiveness in the global market and promoting exports. Additionally, ITA collaborated with NOAA on grants management support and grants administration guidance to program officers, recipients, and others. ITA’s Management and Operations Division (MOD) coordinates the agreement process for the grants online system (GOL). Major ITA programs, such as the MDCP, used the GOL application for grants administration and management. ITA’s Acquisitions Team increased the level of procurement education for bureau Contracting Officer’s Representatives and business unit points of contact through collaboration with the General Service Administration’s Customer Service Director to provide specific training opportunities to meet customer needs.

NIST advanced cutting-edge technologies such as quantum computing and advanced manufacturing through research and development. EDA made investments in infrastructure and job creation in economically distressed communities.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	OS	Audit Opinion Score	1	1	1	1	1	1	Met	1	1
Current/Recurring	OS	Number of repeat significant deficiencies and/or material weaknesses remaining within one year of determination	2	1	1	1	0	1	Met	0	0
Current/Recurring	OS	Percentage of obligations to small, disadvantaged businesses	18.4%	16.5%	17.7%	21.5%	25.7%	19.0%	Exceeded	20.9%	TBD
Current/Recurring	OS	Percentage of obligations to Ability One	0.43%	0.34%	0.86%	1.10%	0.44%	1.50%	Not Met	1.50%	1.50%

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Strategic Goal 5: Provide 21st Century Service with 21st Century Capabilities

Strategic Conclusions and Recommendations

Infrastructure investment is critical to promote economic growth and competitiveness. The Department of Commerce prioritizes infrastructure investment, with a focus on expanding broadband access, enhancing weather predictability, and supporting small businesses. This Administration's continued investment in infrastructure and the Department's efforts to support economic recovery, competitiveness, and innovation, demonstrate the Department's commitment to utilizing the funding from these legislative acts to create a more robust and resilient future.

At the end of FY 2022, Commerce's implementation of the CARES Act and ARP Act was considered On Track for all three core principles mandated by OMB Memo M-20-21, including mission achievement, expediency, and transparency and accountability. Commerce will maintain internal controls and oversight over all existing and new managed funds.

The strategies within this strategic objective demonstrate Commerce's commitment to effective program oversight and management to ensure that new and existing funds deliver results for the American people. Commerce will drive continuous improvement and advance program impact through improved technology systems, including grants management systems and workforce capacity. The historic investments in infrastructure, innovation and communities are already helping grow the economy, benefiting American workers and businesses, and building U.S. competitiveness for the next century.

Actions to Advance Progress through FY 2024

Moving into FY 2023 and 2024, the Department will place equity at the center of its work to ensure all Americans benefit from these critical infrastructure investments. BIL funding will allow the department to deliver high-speed internet access to all Americans, invest in coastal resilience, reduce barriers for minority businesses, increase high-tech manufacturing, expand innovation, improve basic research and more.

The Department will initiate the acceptance of applications for funding allocated through the CHIPS and Science Act, aimed at reducing the cost of goods, decreasing dependence on foreign semiconductor manufacturers, and generating well-paying jobs in the United States. Through the Bipartisan Infrastructure Law and with BIL funding, the Department will strive to provide all Americans with access to affordable, dependable, high-speed internet.

The Commerce Infrastructure Coordination (CIC) Working Group is entering its second year of implementation and will refine its recommendations and collaborative oversight of new infrastructure activities across the Department. Additionally, a Commerce Data Governance Board was created to aid the Department's bureaus and offices in implementing the [Evidence Act H.R. 4174, Title II](#) (OPEN Government Data Act). A key focus of this working group will be to develop recommendations for a financing structure for private sector data and needed data infrastructure.

The Performance Excellence Office and Commerce Infrastructure Coordination Working Group will coordinate to ensure effective and transparent use of current funds from the CARES and ARP Acts as well as new funds from the Infrastructure Investment and Jobs Act, the CHIPS and Science Act, and the Inflation Reduction Act. These efforts will integrate existing performance management and oversight protocols as well as design new operations and centers of excellence to increase efficiency and inform executive decision making across the Department.

STRATEGIC OBJECTIVE 5.2 – Optimize workforce and diversity, equity, and inclusion practices

Lead Bureau: Office of the Secretary

Contributing Bureaus: All Bureaus

Key Strategies:

- Attract, recruit, hire, and retain talented and diverse employees
- Improve hiring processes and pipelines to reduce hiring time and vacancy backlogs
- Make Commerce’s work environment more accessible, inclusive, and engaging
- Build a pipeline to develop minority managers and senior executives so Department leadership reflects the diverse Nation it serves
- Develop and grow current Federal employee skill sets to adapt to changing priorities and support upward career mobility
- Create more workforce agility, flexibility, and capabilities to accommodate expanded mission areas and the future of work

Executive Summary of Progress

Attract, recruit, hire, and retain talented and diverse employees:

The Department of Commerce established the Commerce Equity Diversity, Equity, Inclusion, and Accessibility (DEIA) Council to develop and implement the FY 2022-2024 DEIA Strategic Plan, as required under Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. The Council is responsible for completing and implementing the Department’s Equity Action Plan under Executive Order 13985: Advancing Racial Equity and Support to Underserved Communities Through the Federal Government. The Office of Civil Rights (OCR) and the Office of Human Resources Management (OHRM) lead the implementation of DEIA at the Department in collaboration with the Equity Council and its Committees. In FY 2022, the Department created a Strategic Outreach and Recruitment (SOAR) Program with bureau representatives to establish a Departmental approach to SOAR in line with the DEIA Strategic Plan Goal 1: Create and Promote an Organizational Culture that is Diverse through enhanced Recruitment and Hiring Practices and will continue their work throughout FY 2023 and beyond.

The Department used various hiring flexibilities and programs such as Direct Hire Authority (DHA), Presidential Management Fellows (PMF) Program, Veteran employment programs, and employment programs for people with disabilities to bring in top talent. Senior leadership asked bureaus to utilize the PMF Program to fill numerous vacancies in strategic priority programs such as CHIPS, the American Rescue Plan (ARP), Broadband programs, and others. The PMF Program is a flagship leadership development program for individuals with advanced degrees across a wide variety of academic backgrounds, including diverse disciplines in Science, Technology, Engineering, Arts, and Math. The Department of Commerce Secretary and Deputy Secretary held a PMF Fair in December 2022, where PMF Finalists looking for an appointment were invited to attend along with current PMF Fellows that were looking for a rotational assignment. Results of the PMF Fair will be monitored in the coming months.

The Census Bureau partnered with Bowie and Southern Texas universities to build partnerships for data science; sponsored at least two recruitment events with an emphasis on mission critical occupations (MCOs) such as mathematical statisticians, survey statisticians, IT specialists, and computer

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scientists; collaborated with hiring managers to ensure job postings included plain language and were concise; utilized available government-wide hiring authorities such as direct hire; capitalized on government-wide shared postings for data science; implemented subject-matter expert reviews during the qualification analysis phase for certain MCOs; and offered recruitment and retention incentives, when practical.

The Economic Development Administration (EDA) attracted and recruited a diverse pool of talented candidates for MCO positions under the special hiring authority of the ARP Act. Recruitment efforts included outreach to colleges and universities, as well as the use of their digital media platforms – Twitter, LinkedIn, and Facebook. As a result of these efforts, EDA onboarded 70 ARP employees.

The National Institute of Standards and Technology (NIST) hired a Strategic Recruitment Program Manager (SRPM) and created the FY 2023 – FY 2026 Strategic Recruitment Plan, identifying 5 strategic goals and over 89 action items to assist in attracting, recruiting, hiring, and retaining a qualified and diverse workforce. Outreach and partnership efforts were established with Minority-Serving Institutions (MSIs), diversity organizations, and professional organizations that target marginalized communities and attended 20 recruitment events in FY 2022 and FY 2023 (to date). In FY 2022, NIST also used LinkedIn Recruiter and Textio. LinkedIn Recruiter is a tool designed to help organizations improve the quality and diversity of candidate pools by allowing hiring managers to proactively search and engage with candidates using one of LinkedIn’s many advanced search filters. NIST also leveraged an augmented writing tool called Textio for vacancy announcements posted on USAJOBS to build more compelling and inclusive content. Lastly, NIST shared announcement links with diversity distribution lists and other marketing tools to gain a wider applicant pool. Retention incentives are also in place for select groups to ensure talent is maintained within NIST.

Improve hiring processes and pipelines to reduce hiring time and vacancy backlogs:

In December 2021, a Federal Talent solution was implemented to provide ongoing, end-to-end Talent Acquisition services and Contact Center assistance for DOC bureaus, utilizing industry best practices to ensure efficient and high-quality services to customers. Talent Acquisition services provides hiring managers with strategic sourcing, position classification, and full lifecycle (end-to-end) recruiting and hiring of talent including leveraging recruitment strategies for competitive, non-competitive, and direct hiring authorities. As of December 2022, the Department was able to support classification for over 209 positions, conduct 211 strategic conversations with hiring managers, hire and onboard 429 employees, and reduce the vacancy backlog from March 2022 to December 2022 by over 70 percent.

The Enterprise Services (ES) Human Resources (HR) Tower, the branch that supports Talent Acquisition (TA) services, continued their commitment to improve recruiting, hiring, and operations. In March 2022, ES implemented a Transition Support Plan to expand HR services to address customer needs to increase hiring capability and reduce vacancy backlogs. Enterprise Services began transitioning to a centralized HR Operating model to bring Talent Acquisition services in-house and leverage current support services, to reduce the backlog of actions. Enterprise Services conducted customer engagement sessions with all DOC-ES-TA customer bureaus and offices to prioritize their vacancy backlog and share greater insight into the status of their actions. With this transition, from March through April, over 30 recruitment actions were completed or had set onboard dates. To further streamline internal business processes, over 15 customer-facing standard operating procedures were updated to provide customers with on-demand resources and information on HR policies, processes, and tools through the Enterprise Services Portal. In addition, over 30 internal-facing reference materials, job aids, and standard operating procedure guides were developed to ensure consistent service delivery across customers. Enterprise Services also stood up an

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onboarding team, hired a lead, and expanded and staffed the unit with HR Assistants and HR Concierges. The team is responsible for directly supporting newly hired employees through the onboarding process. The team provided onboarding services, including issuing Temporary Job Offers, and initiating and monitoring the Security process.

Census returned talent acquisition services back to local HR to reduce backlog and improve hiring time; implemented USA Staffing for all recruitment activities; conducted quarterly training for hiring managers and administrative staff on hiring flexibilities; created and implemented a hiring dashboard which is accessible to hiring managers to show and manage hiring timelines at each step within the hiring process; and engaged hiring managers in the implementation of USA Staffing by conducting managerial training. Additionally, Census conducted a Succession Planning assessment for GS-13 to Senior Executive Service (SES) employees to identify high risk leadership positions and the critical leadership competencies. This data will be leveraged to reduce the time it takes to backfill critical leadership positions and inform leadership development.

NIST utilized Direct Hire Authority and non-competitive hiring authorities to streamline hiring for critical roles; actively recruited for additional HR Specialist to meet the growing hiring demands; implemented hiring timeline agreements with hiring managers to reduce the time to hire; provided comprehensive training to hiring managers and HR Specialists on the hiring process; and partnered closely with Office of Security to improve coordination and collaboration on security requests. Additionally, during the implementation of USA Staffing, NIST established new executive level process flows to ensure time to hire metrics are met and applicants can more easily apply to executive level positions.

Make the Department's work environment more accessible, inclusive, and engaging:

Employee Resource Groups (ERGs) were included on Diversity, Equity, Inclusion, and Accessibility (DEIA) Councils to assist with the development of the DEIA Strategic Plan. This approach provided the Department a more diverse perspective into the needs of its workforce. Although not all employees were a part of the councils, having ERG leader representation ensured their input and feedback were included, which created an environment of inclusion, employee engagement, and connection. Additionally, leaders of LGBTQ+ ERGs and the International Trade Administration partnered to propose diversity and inclusion language in all employee performance plans. The initiative is supported by the DEIA Council and is in development.

The Department acquired an automated tracking system called Entellitrak Reasonable Accommodation Tracking System (ETK RA). This system is designed to improve the accuracy and reliability of the RA data. It monitors timeliness and reports on performance. Bureau Reasonable Accommodation Coordinators (RACs) began using ETK RA in July 2022. It was launched in 2022, for employees to use and submit Reasonable Accommodation (RA) requests. This system will make requesting accommodations more accessible to individuals with disabilities. It will also keep the deciding officials (supervisors) engaged in the process and accountable for the program. Additionally, since the pandemic, OCR adjusted how it conducts special observances. Going completely virtual and recording the events allowed OCR to reach a wider, more global, and diverse audience than before. OCR also provided educational and inspirational programs to Department employees which drives inclusion, engagement, and accessibility.

EDA developed a universal platform to make work environments more accessible, inclusive, and engaging. EDA's social intranet, also known as the EDA Exchange, serves as the portal for employees to access internal and external resources. It also enables staff to communicate, collaborate, and share documents and other information across the headquarters and regional offices.

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ITA's Diversity and Inclusion Advisory Council (DIAC) operates in accordance with a comprehensive Charter that emphasizes the importance of bureau-wide awareness and best practices on diversity, equity, inclusion, and accessibility (DEIA). The DIAC established a SharePoint information platform to serve as a hub for all major DEIA issues; launched a DIAC Speaker Series to discuss DEIA issues that affect staff; initiated the Friends of the DIAC series for regular consultation with representatives of employee resource groups and other stakeholders; sponsored a Beyond Book Club group to promote open discussions on DEIA topics; conducted outreach and recruitment to diversity and inclusion groups in historically black colleges and universities; organized an inaugural Diversity Week; and launched a bureau-wide annual DEIA survey to better understand staff perceptions.

NIST's Leadership for All (L4A) program made content from leadership development programs available to the entire staff. Greater access to this content encourages a broadly shared knowledge of leadership skills and concepts and fosters the growth of a NIST learning community. L4A ensures all NIST employees are fluent in the NIST Core Leadership Competencies, which in turn promotes an environment of inclusivity and shared perspective. NIST also established a mentoring program available to all federal employees; housed more than 30 voluntary employee organizations (VEOs) which consist of affinity groups, employee resource groups, and operating unit DEIA councils; offered DEIA courses on topics such as Micro-triggers, Difficult Conversations in a Diverse Workplace, Recruiting with a Diversity Mindset, Assertiveness and Influencing Skills, and Bystander Intervention Training; offered the Employee Assistance Program (EAP) to all employees and their immediate family members; established the Diversity, Equity, and Inclusivity Office (DEIO), onboarded its inaugural Chief Diversity Officer, and led the development of the FY 2022-2024 DEIA Strategic Plan; and launched the Inclusive Leadership through Equity, Accessibility, and Diversity (iLEAD) Learning Initiative to provide learning and engagement opportunities for staff around DEIA topics.

Build a pipeline to develop minority managers and senior executives so Department leadership reflects the diverse Nation it serves:

Census leveraged succession planning data to have strategic conversations with senior leaders about SES pipeline diversification. The Diversity and Inclusion Council approved the second version of the Diversity Dashboard with enhanced visualizations.

ITA commenced its first Inaugural Succession Planning Cohort in February 2022. With an onboarded class of 45 applicants selected to work alongside project sponsors and mentors, the Cohort empowered members to develop leadership skills and gain insight into mission-critical competencies. The program conducted extensive outreach to all stakeholder groups to ensure a pool of applicants who bring a diversity of culture, experience, and thought to the Cohort. By leveraging knowledge management tools and practices that cultivate and transfer expertise within the Cohort, members can compete and serve in future roles at ITA as vacancies arise. This improved current recruitment, hiring, onboarding, and retention processes. ITA also identified mission critical roles within the retirement eligible population at ITA. The Succession Planning program reinforced these efforts through job shadowing, coaching, and executive leadership opportunities for staff.

NIST offered the Inclusive Leadership through Equity, Accessibility, and Diversity (iLEAD) Series, designed to create a space to share best practices, build a coalition of empowered leaders, and serve as a catalyst for improving workplace culture. NIST offered the Essential Management Core Concepts (EMC2) training, to provide new supervisors with the essential knowledge, procedures, and resources to carry out operations. Supervisory refresher training is also offered throughout the year. Course offerings included areas of performance management, mentoring, remote/telework, and leadership development. NIST Senior Leaders are required to complete the eCornell Executive DEIA course and encourage staff to participate in civility, unconscious

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bias, or DEIA training during the year. Lastly, NIST updated the NIST Performance Review Board and Executive Review Board Charters to ensure the continuation and inclusion of a diverse executive population when Boards are convened.

Develop and grow current federal employee skill sets to adapt to changing priorities and support upward career mobility:

In FY 2022, the Department's workforce completed a total of 643,576 online training courses within the Commerce Learning Center (CLC) to support career management and/or development. The courses are categorized in the areas of career development, technical, leadership, and compliance training.

The Job Rotation Program (JRP) at Census was expanded to include employees at the GS 7-14 level who work at Census headquarters. This means that employees can now be moved to different jobs within Census without going through a competitive process. In addition, Census started a training program for data science, launched a pilot program to teach administrative and secretarial workers new skills to help them work effectively from home or in a hybrid environment. Finally, a Competency Working Group at Census completed a study of the enterprise competency dictionary and provided recommendations for republishing and establishing a governance policy to support Census.

EDA established a robust onboarding and training program which offers learning opportunities and performance coaching to all employees; leveraged existing career development, leadership development, and mentorship resources to support employee professional development; and engaged with other federal agencies to establish internal and external detail assignments. To strengthen cultural competencies, EDA offered a two-part series of diversity, equity, inclusion, and accessibility (DEIA) trainings in February 2022. These offerings included a customized approach for executives and supervisors to instill DEIA within EDA's culture and for regional staff (approximately 100 employees) to embed DEIA principles within their teams. The Partnership for Public Service will hold additional DEIA workshops for staff throughout FY 2023. EDA also enlisted volunteers to serve on various DEIA committees, including the DOC Equity Council, Strategic Outreach and Recruitment (SOAR) working groups, and Cultural Affinity Groups.

NIST developed a Career Advocacy (or Development) speaker series to address career development topics of interest to the NIST community; initiated and launched the first NIST SES peer mentoring group; and offered opportunities for non-SES employees to detail into SES positions. NIST currently offers federal employees with various detail opportunities and a suite of training opportunities to drive career advancement, such as the NIST Mentoring Program and the Leadership for All (L4A) Program, which introduces participants to the agency's core leadership competencies. NIST also supports the participation of employees in development programs such as the Foundations in Leadership (FLP) and New Leaders Program (NLP) to cultivate well-equipped leaders in the organization. Additionally, NIST piloted a Leadership Competencies Model, which is designed to strengthen leadership corps.

Create more workforce agility, flexibility, and capabilities to accommodate expanded mission areas and the future of work:

The Department set a goal to complete organizational and environmental scans to systematically review data and identify opportunities and threats that could influence the future of the workforce. In FY 2022, approximately 20 percent of the bureaus conducted assessments. The Bureau of Economic Analysis (BEA) used workforce data to inform their recruitment, retention, engagement, and development efforts and to track candidate employee departure data to assess reasons why employees decline job offers or leave the bureau. Census deployed the Succession Planning Leadership Profile (SPLP) survey to over 1,700 leaders (GS-13+ and SES) and delivered 796 Individual Leadership Profiles (ILPs) to each of the leaders who completed the SPLP survey. The ILP depicts critical leadership competencies by grade level, suggestions for developing successors, and tips for leaders to prepare

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themselves for their next level of success. The National Telecommunications and Information Administration (NTIA) supervisors conducted learning needs assessments based on employees required knowledge, skills, and competencies and position requirements, which were linked to NTIA’s strategic plan.

NIST offered a series of Managing in a Hybrid Work Environment seminars, as well as follow on coaching opportunities. These deep-dive training sessions focused on practical tools for working and managing in a hybrid work environment. The sessions provided opportunities to share resources and best practices and discuss how to effectively build relationships and team culture, manage 1-1 and team meetings, support work/life balance, and provide coaching and feedback to team members. Follow-up coaching sessions were offered to add practical perspectives to the lessons learned. NIST also provided detail opportunities to expand the capabilities and agility of the workforce. In FY 2022, the agency created an internal web page to promote detail opportunities and job openings for staff to remain abreast on emerging workforce and mission-critical needs. As needed, NIST will implement the “Designation of Acting Associate Director for Laboratory Programs, National Institute of Standards and Technology (NIST)” which designates the Laboratory Directors at NIST to serve as Acting Associate Director for Laboratory Programs in 180-day increments if the Associate Director for Laboratory Programs is called upon to serve as or perform the non-exclusive functions and duties Acting Under Secretary and Director.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	OS	Score on the Employee Engagement Index of the Federal Employee Viewpoint Survey	71%	73%	76%	76%	75%	75%	Met	76%	77%
Current/Recurring	OS	Hiring Timeline (Average number of calendar days to complete hiring actions)	—	—	—	108	113	80	Not Met	80	80
Current/Recurring	OS	Number of Inclusion, Special Observances, and Special Emphasis Programs	11	15	32	40	19	9	Exceeded	12	15
Proposed new	OS	Score on the Diversity, Equity, Inclusion, and Accessibility (DEIA) Index from the Federal Employee Viewpoint Survey	—	—	—	—	75%	75%	Met	76%	77%

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For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

The Department will focus on implementing the DEIA plan, leading succession planning efforts, evaluating strategies to improve hiring timeline and employee engagement, and addressing staffing needs for strategic priority programs.

NIST's Strategic Recruitment Plan will lay the foundation for attracting and recruiting talent over the next 3 fiscal years (FY 2023-FY 2026). Diversity hiring practices, specifically for underserved communities, will play an integral role in how NIST sources talent. Leadership development and mentoring/coaching skills and competencies have consistently been identified as priority areas that are critical to the mission success of NIST and the professional development of its employees.

Actions to Advance Progress through FY 2024

The Department's SOAR Program representatives will focus on strategies including developing SOAR Plans; establishing SOAR partnerships with institutions and organizations, including those which focus on underserved communities; enhancing SOAR marketing of employment opportunities to individuals from underserved communities; and participating in recruitment events that target individuals from underserved communities.

The Department will conduct quarterly hiring timeline reviews with the Chief Human Capital Officer (CHCO), Deputy CHCO, and Principal HR Managers, to identify and implement areas for improvement, based on OPM's 80-day standard. Additionally, vacancies and hires in DOC's strategic program areas will be monitored. The Department will leverage programs such as the Presidential Management Fellows (PMF) Program to bring on top talent at a more expedited rate.

In FY 2023 the Department will launch a Learning Advertisement Campaign to raise awareness of the career development resources available 24/7 to all federal employees within CLC, which will continue the delivery of quarterly recommended training system emails to all employees (except USPTO), aggregate data, and report on total annual course completions across Commerce as determined by reporting requirements.

EDA will increase outreach and recruitment in FY 2023 and future years by establishing partnership agreements with minority-serving colleges, universities, and organizations; identifying opportunities to collaborate with agencies across the federal government; and hiring interns from the PMF Program.

In FY 2023, NIST will implement a speaker series covering timely topics about NIST that will be relevant to new employees and will offer consultations with hiring managers so that they will be better equipped to provide a robust orientation experience for their staff members. NIST also plans to offer new employees the opportunity to join a peer mentoring group that will aid in their transition to NIST and increase their engagement.

Strategic Goal 5: Provide 21st Century Service with 21st Century Capabilities

NIST will expand the Strategic Recruitment Program with two additional FTEs to meet the recruitment goals of the agency; provide curated DEIA content on the CLC; expand the orientation experience for new employees to span their first year at NIST (e.g., surveys throughout the year, create a cohort experience, NIST briefings); develop a N1ST (One NIST) seminar series to acquaint new employees to NIST and its culture; encourage and support the widespread use of peer mentoring groups to help with employee engagement and community building at NIST; support the CHIPS Program by providing guidance regarding position allocation, classification, recruitment strategies and onboarding; utilize and build upon the first NIST SES peer mentoring group and develop the second group in 2023. NIST will also prepare for a potential increase in executive level positions due to CHIPS program, but also balance an unknown retirement expectation rate.

Through investments in innovative technology, Enterprise Services will develop Talent Acquisition solutions through FY 2024. In May 2022, Enterprise Services established an agreement with the Office of Personnel Management to utilize USA Staffing solution to support future recruiting and hiring processing and was fully implemented in FY 2023. Enterprise Services will leverage USA Staffing to automate processes, utilize reporting modules for data insight and benchmarking, and learn processes within the platform.

STRATEGIC OBJECTIVE 5.3 – Equitably deliver exceptional customer experience

Lead Bureau: Office of the Secretary

Contributing Bureaus: All Bureaus

Key Strategies:

- Identify actionable information to eliminate customer pain points and increase customers served
- Enhance equitable digital and nondigital customer engagement and service-delivery
- Drive high-quality customer service, assistance, and satisfaction by improving initial interactions with the public
- Improve customer data standardization, integration, and analysis

Executive Summary of Progress

The U.S. Patent and Trademark Office (USPTO) is a high impact service provider (HISP), as [identified by the Office of Management and Budget](#) (OMB), and conducts yearly customer experience (CX) capacity assessments and service improvement action planning, as well as publicly reports customer satisfaction and trust data quarterly. In FY 2022, the USPTO unified its CX efforts across Patents and Trademarks to become a single HISP and completed its first Agency-wide CX Action Plan covering FY 2023 and FY 2024. In alignment with the [President’s Management Agenda](#) and [Executive Order 14058: Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government](#), the USPTO prioritized improvements to the design and delivery of its services with an emphasis on meeting the needs of underserved communities, and will provide additional assistance to pro se applicants when filling a patent application. Building on the HISP accomplishment in unifying the USPTO CX efforts across the agency, the USPTO assigned a CX Lead role for one senior executive to lead the efforts in meeting OMB HISP requirements and in establishing agency wide CX governance to further streamline CX activities across the agency and establish the long-term sustainability of CX efforts. In FY 2022, the USPTO completed a new Paperwork Reduction Act (PRA) generic clearance to allow for more rapid development of CX research information collections and allowing public reporting and accountability for performance.

In FY 2022, the OMB designated the Census Bureau as the Department of Commerce’s second HISP. The agency selected two high impact services (HISs) for which to assess and monitor CX and develop an Action Plan for improvements based on customer feedback. During FY 2022, Census deployed design improvements to [census.gov](#) and [data.census.gov](#) that modernized the visual design, improved navigation to help users find information more easily, and enhanced site performance, in alignment with the 21st Century IDEA. The Census Bureau completed listening sessions with underserved populations to learn about how they use census data, conducted an initial usability survey on [data.census.gov](#), began data collection to test the questions from the American Community Survey, and completed a draft CX strategic plan. Additionally, the Census Bureau launched a [Data for Equity resources hub](#) and established a Data for Equity Working Group to support public and private sector organizations nationwide looking for data to measure and benchmark their own diversity, equity, and inclusion initiatives and progress.

Strategic Goal 5: Provide 21st Century Service with 21st Century Capabilities

In FY 2022, the International Trade Administration (ITA) established a comprehensive CX and employee experience (EX) initiative to both better understand customer perceptions of its products and services and improve its ability to meet their needs. ITA completed communications events and developed internal resources to build awareness on this initiative. ITA also completed initial outreach engagements with the Census Bureau, USPTO, and National Oceanic and Atmospheric Administration (NOAA) in a joint effort to build a community of practice with DOC support. ITA similarly continued to develop its analytics stack to improve customer data standardization, integration, and analysis for a deeper understanding of its customers.

In FY 2022, NOAA launched an enterprise wide CX initiative and completed a baseline assessment of its CX maturity. As part of this initiative, NOAA also developed a CX Vision and CX Playbook that NOAA Communities of Practice involved in service delivery will be able to use to implement the Vision across high-impact priority areas.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Proposed new	USPTO	Percentage of customers who indicate positive satisfaction with designed priority services (Patents)	—	—	—	—	—	—	N/A	82%	TBD
Proposed new	USPTO	Percentage of customers who indicate the employees they interacted with were helpful (Patents)	—	—	—	—	—	—	N/A	82%	TBD
Proposed new	USPTO	Percentage of customers who indicate positive satisfaction with designed priority services (Trademarks)	—	—	—	—	—	—	N/A	70%	TBD
Proposed new	USPTO	Percentage of customers who indicate the employees they interacted with were helpful (Trademarks)	—	—	—	—	—	—	N/A	75%	TBD

Note: FY 2023 is a baseline year for Census. To gain actionable feedback and develop service level CX KPIs, Census will implement a Touchpoints survey.

Strategic Goal 5: Provide 21st Century Service with 21st Century Capabilities

For more information, please see our public website: [Commerce Performance Data Pro](#). For more information on the performance of Commerce's HISPs, please visit [Performance.gov/cx](#)

Strategic Conclusions and Recommendations

To equitably deliver exceptional customer experience, Department agencies require these foundational CX capabilities: Targeted service-level feedback collection, AI-assisted data analysis tools, CX research and analysis expertise, and CX/User Experience (UX) rapid prototyping, design, and testing experience. Enabling and developing either bureau or shared Department resources in analytics, research, and customer-focused design and product management should be a focus for the Department to provide the foundational capabilities to deliver on the customer experience requirements in the 21st Century IDEA, OMB A-11 Section 280, Executive Order 14058, and the President's Management Agenda.

Details of customer experience foundational capabilities:

- **Targeted Feedback Collection:** Targeted usage and feedback collection for the specified service from users who are or should be using this service across all the service touchpoints and channels. In FY 2022, USPTO acquired Qualtrics Customer Experience Management (CXM) platform to improve customer feedback collection and analysis.
- **Data Analysis Tools:** AI-assisted tools for organizing data and extracting trends from these data at scale.
- **CX Research Expertise:** CX researchers experienced in identifying gaps in in-house analytics, developing equity-structured study plans, and leading original quantitative and qualitative customer research, from focus groups and surveys, to journey mapping, service blueprinting, usability testing, rapid prototyping, and human-centered design (HCD).
- **CX Analysts:** Experienced CX analysts capable of developing insights and recommendations from these feedback and research data. In FY 2022, the USPTO hired three CX analysts to expand CX capacity for research and analysis.
- **CX/UX Design and Testing:** CX/UX designers and product managers well-versed in rapid prototyping, where user feedback is incorporated from the initial concept from the HCD workshop through design iterations and multiple rounds of UX testing into a final, tested design of an improved service or product.

The USPTO seeks to expand its customer experience capabilities to:

- Better collect and analyze customer feedback using the new Qualtrics platform.
- Clarify definitions of the user needs and experiences USPTO is responsible for delivering and organize delivery around these, rather than internal organizational silos (e.g., collaboration on Individuals with Disabilities Education Act (IDEA Act) requirements, CX council or alignment across the organization, and cross-functional reports on experience measures).
- Identify actionable insights into where experience can be improved.
- Prioritize actions and act to improve the customer experience.

Strategic Goal 5: Provide 21st Century Service with 21st Century Capabilities

The Census Bureau will focus on its HISP action plan and implement a customer experience survey on [census.gov](https://www.census.gov) and data.census.gov using Digital.gov's Touchpoints tool to learn more about users' data needs. This input is crucial to determine what improvements the Census Bureau can take to help users more easily find and use the right data and to make recommendations for data tool enhancements. The Census Bureau intends to hire additional personnel in FY 2024 to increase its support related to CX as well as contract support for a professional UX review of its website.

Actions to Advance Progress through FY 2024

HISP Planning

For the remainder of FY 2023, new and existing HISPs within the Department—USPTO and the Census Bureau— will complete their OMB CX Annual Capacity Assessment by the end of February, provide updates on FY 2023 and FY 2024 Action Plans, and begin developing FY 2025 Action Plans on their designated High Impact services.

HISP Reporting

USPTO will meet the new OMB requirement to collect and report customer feedback quarterly for their specific designated services on [performance.gov](https://www.performance.gov). The Census Bureau will implement a survey to measure user feedback on [census.gov](https://www.census.gov) and data.census.gov, targeting mobile and casual data users. Census will use its CX baseline for [census.gov](https://www.census.gov) to develop future HISP key performance indicators, targets, and approaches.

CX Capacity Building

With new CX mandates coming from the President's Management Agenda, Executive Order 14058, the revised OMB Circular A-11 Section 280 guidance, and this Department of Commerce Strategic Objective, the Department and its member agencies will need to build awareness of customer experience, spur involvement across agencies, and build capacity to understand customer needs and contribute to an overall positive experience for customers. To support this work:

- The Office of the Secretary's Performance Excellence Council will pursue the development of a Department-wide Community of Practice and socialize training opportunities for leaders and staff.
- The Census Bureau will create a CX Community of Practice and launch a CX Hub on the Census Bureau intranet to provide resources, tools, and training recommendations for Census Bureau employees to understand CX and improve their knowledge and skills.
- NOAA will develop additional CX training, launch a CX Portal and Playbook and support CX "early adopters" or pilot projects to use tools from the Playbook to improve customer satisfaction with NOAA's products and services.
- ITA will finalize a multiyear CX/EX strategy that outlines strategy and governance, customer understanding, customer design and improvement, culture and organization, and measurement. It will also convert ongoing Voice of the Customer processes and value attributions of digital engagement into actionable insights as well as create an operating center of excellence for user centered design.

CX Measurement for Internal Customers

The Office of the Secretary will also use OMB's CX measurement guidance to track and analyze internal customer satisfaction with the Department's mission support functions. Analyzing the underlying drivers will direct efforts to diagnose pain points and improve mission support.

STRATEGIC OBJECTIVE 5.4 – Make Department facilities and operations more sustainable and efficient

Lead Bureau: Office of the Secretary

Contributing Bureaus: All Bureaus

Key Strategies:

- Reduce greenhouse gas emissions and increased use of renewable energy at Department facilities
- Maximize conversion of Commerce’s Federal vehicle fleet to electric vehicles
- Enhance sustainable acquisitions and electronic stewardship across procurement, acquisitions, IT, and facilities
- Institute a culture of sustainability across all Departmental functions

Executive Summary of Progress

The Department is committed to fulfilling the vision set forth in Executive Order 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability and Executive Order 14008: Tackling the Climate Crisis at Home and Abroad. Through leadership and action, the Department will integrate equitable climate considerations into all aspects of the missions, policies, operations, facility management, real property, acquisitions, and use of resources.

Progress made in FY 2022, included the Department:

Reducing greenhouse gas emissions/Increasing renewable energy use at Department facilities by:

- Incorporating the ability to meet net-zero emissions standards into NOAA’s long-term facilities planning. Business case analysis of alternatives will consider the availability of carbon-free electricity from local utility providers, the feasibility of constructing on-site renewable energy sources, and cost estimates that account for the construction of net-zero emissions facilities. Prioritization of facilities capital planning projects will factor in energy retrofits of NOAA’s owned facilities.
- Incorporating net zero emissions, Leadership in Energy Design (LEED), and Guiding Principles for Sustainable Federal Buildings into NIST’s in-process program of requirement.
- Reducing the overall footprint at the U.S. Census Bureau’s Suitland Federal Center (SFC), National Processing Center (NPC) and all regional offices. The Census Reimagined renovation project located at SFC was designed using renovations to the lighting, heating, ventilation, and air conditioning (HVAC), and overall infrastructure that align with E.O. 14057.
- Participating in demand response programs, tailored for Department facilities that support the energy grid by reducing consumption during declared utility emergencies and generating revenue to support additional sustainability initiatives.

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- Meeting the ASHRAE 90.1 standard for 30 percent more energy efficiency over minimum requirements and reaching LEED Gold, which incorporated pre-requisites and targeted points for energy efficiency through NIST facility modernization projects.
- Utilizing modern energy efficient programs in the design for the new U.S. Census Bureau National Processing Center campus, including working with the National Renewable Energy Laboratory on the design of the server rooms to reduce overall energy consumption.
- Conducting space and seating analysis of each facility where NOAA National Environmental Satellite Data and Information Service (NESDIS) employees are located. The study analyzed the current carbon footprint related to the number of employees at each facility and will be used to develop updated floor plans and to understand how the new telework/remote policy will impact future space and seating needs. The results will help optimize facility utilization and reduce the energy use and greenhouse gas emissions of NESDIS-occupied space.
- Renovating historic laboratory space on the NIST Boulder campus through multi-year, phased renovation by wing. Completed wings meet LEED Gold certification requirements and 30 percent more energy efficient systems, meeting the ASHRAE 90.1 Standard. Completion of the renovation of all five wings is expected in 2023.
- Constructing a new facility at the NIST Gaithersburg campus to serve as the Response Robotics Test Facility, to include rainwater management bio-retention plantings and pond, reduced indoor and outdoor water use, advanced water and energy metering, interior lighting controls, reduced exterior light pollution, and use of low-emitting materials.
- Installing a new ground source heat pump at NOAA NWS's Springfield, MO Weather Forecasting Office. With the completion of this new system, the NWS had a total of 17 geothermal ground source heat pumps in operation, a renewable source of energy.
- Establishing an Energy Savings Performance Contract (ESPC) contracting vehicle at NOAA, utilizing expertise from the Census Bureau Contracting Office, to be used by any NOAA-owned facilities where a contract is valid. This effort helped NOAA facilities make progress in meeting 100 percent carbon-free electricity and net-zero facilities through facility upgrades/improvements, including more efficient lighting, water, heating, ventilation, and air conditioning, simple controls, solar photovoltaic, seawater pumps, and wind energy. Contracts are planned for award in 2023.
- Completing construction of new NOAA Barrow facility in the Alaskan Arctic, with a climate-resilient foundation designed with options for both temperature measurements/monitoring and cooling of the tundra below the facility. The U.S. Green Building Council awarded the facility Leadership in Energy and Environmental Design (LEED) Silver designation in January 2022.

Maximizing conversion of Commerce's Federal vehicle fleet to electric vehicles by:

- Conducting site assessments to determine what infrastructure support will be required for Zero Emission Fleets (ZEV) at Department facilities.
- Contracting with charging station manufacturers and installation companies that provide support and/or cost savings for electric vehicle charging infrastructure construction.
- Surveying all employees on both the NIST Gaithersburg and Boulder campuses to validate demand for privately-owned electric vehicle charging needs, to determine number and location of Level II charging stations. Once the survey is complete, NIST will install the charging stations.
- Identifying ZEV vehicles and charging station locations for FY 2023 implementation.

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Enhancing sustainable acquisitions and electronic stewardship across procurement, acquisitions, IT, and facilities by:

- Increasing awareness of sustainability activities for the Department’s acquisition community through targeted presentations at the 2022 Big “A” Acquisition Conference, an annual event, including presentations on climate policy, how acquisition relates to broader climate initiatives, and discussions on how sustainability and greenhouse gas emissions may be priced and factored into evaluations.
- Recognizing achievement in sustainable acquisitions by creating and launching a sustainability category as part of the Department’s Chief Acquisition Officer award program. This award will be given at the 2023 Big “A” Acquisition Conference in May 2023.

Instituting a culture of sustainability across all Departmental functions:

- The Office of Sustainable Energy and Environmental Programs (OSEEP) held nine online training courses in FY 2022, as part of its redesigned web-based training and education program with multidisciplinary series including Climate Literacy, Sustainability 101, Environmental Compliance, and Technical Development. Trainings and educational series were offered to all Department employees through the Commerce Learning Center and recorded for future use. In FY 2022, 1,652 Department employees attended training sessions on topics such as Climate 101, Greenhouse Gas Accounting, and the America the Beautiful Initiative.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	OS	Renewable energy plus non-electric renewable energy used (as a percentage of total electricity use)	26.8%	26.0%	13.8%	10.7%	14.5%	7.5%	Exceeded	TBD	TBD
Current/Recurring	OS	Number of fleet vehicles converted to or replaced by fully electric or hybrid	16	10	11	9	—	25	N/A	TBD	TBD

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

Even though NOAA has the most facilities in the Department, NIST is the largest consumer of energy and water due to its large research and laboratory-based campuses in Gaithersburg, Maryland, and Boulder, Colorado. The majority of NIST space is used for laboratory research and associated utility support. Laboratory space poses a particular challenge for meeting energy and water reduction goals due to tight research criteria, energy and water

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intensive research, and heating, ventilation, and air conditioning (HVAC) requirements. This includes temperature, humidity, particulate air cleanliness, air circulation exchange, clean filtered electric power source, and dampened vibration requirements. To illustrate the elevated energy intensity in NIST general purpose laboratories, the intensity level is 38.7 kilowatt-hours (kWh) per square foot in laboratory space and 16.33 kWh/sf in the administrative spaces, which is 42 percent lower.

The Department's focus on energy intensity reductions and increasing renewable electricity provided positive outcomes in reducing Scope 1 and 2 greenhouse gas emissions. The Department reduced its Scope 1 and 2 greenhouse gas emissions from previous years due mostly to the implementation of NIST's 7.9-megawatt (MW) Combined Heat and Power (CHP) system and 4.4-MW solar array at the Gaithersburg campus. Since NIST facilities represent the most energy intensive facilities in the Department, these projects substantially impacted overall greenhouse gas emissions.

Actions to Advance Progress through FY 2024

The Department anticipates more reductions in greenhouse gas emissions in upcoming years due to planned future renovations at NIST, NOAA, HCHB, NTIA, and USPTO facilities, with planned energy efficient upgrades to existing equipment and building envelopes. Additionally, two large projects at NIST will facilitate substantial greenhouse gas emissions reductions.

The Department will meet the renewable electricity statutory requirements primarily through the purchase of Renewable Energy Certificates (RECs). In FY 2021, the consumption of renewable energy increased slightly due to existing solar installations, as well as the commitment to purchasing RECs to offset energy consumption at facilities where on-site renewable projects are not viable. In FY 2023, additional solar panels and add battery storage will be installed at the NIST Radio Station Kauai.

One of the Department's top five priorities for FY 2023 is to assist Operating Units (OU) in developing pipelines for energy efficiency projects that can be used when either direct investment or performance contracting opportunities arise. This will provide OUs with measured, planned actions to improve energy efficiency of Department facilities and reduce costs and deferment of mission funds on higher utility bills.

To further the goals outlined in E.O.s 14057 and 14008 to electrify the Federal motor fleet, the Department anticipates investments in electric vehicle (EV) and EV charging infrastructure purchases within the owned vehicle fleet or as part of a transition to GSA's leased fleet. This investment would complement a parallel GSA investment in EVs for Federal agencies with leased vehicles in the GSA fleet and Department of Energy funding to provide fleet electrification technical assistance to Federal agencies through the Federal Energy management Program.

STRATEGIC OBJECTIVE 5.5 – Modernize mission support processes and infrastructure

Lead Bureau: Office of the Secretary

Contributing Bureaus: All Bureaus

Key Strategies:

- Accelerate information technology (IT) modernization
- Advance equity and accountability in mission-focused acquisition, procurement, and grant execution
- Eliminate service duplication and operational inefficiencies across Commerce’s dispersed mission support functions by integrating them into the Enterprise Services (ES) model
- Monitor compliance with all Federal cybersecurity standards and establish systems to identify emerging vulnerabilities
- Simplify and incorporate enabling technology in core processes

Executive Summary of Progress

During FY 2022, the Department drove modernization by optimizing enterprise investments, developing acquisition strategies to strengthen capabilities to consolidate operations, standardizing processes/workflows, and providing rapid system modernization through increased use of FedRAMP certified offerings for platform consolidation and application rationalization. The Department adopted cloud technologies to enable scalable IT solutions.

In FY 2022, the Department awarded the Commerce Acquisition for Transformational Technology Services (CATTs) contract which is a modernized acquisition vehicle developed to provide a single vehicle to enable strategic IT modernization investments across all Department mission areas. This contract should be fully functional by the third quarter of FY 2023.

During FY 2022, the Department launched its acquisition innovation lab to facilitate the use of innovative acquisition techniques and smart program management tools throughout the acquisition lifecycle. An FY 2022 cohort for the Digital IT Acquisition Professional training program was sponsored to further expand the number of Contracting Officers with the Digital Services specialization. Additionally, the Department negotiated on an aggressive goal to obligate at least 19 percent of procurement dollars to small, disadvantaged businesses. That goal was surpassed by obligating 26 percent of procurement dollars to small, disadvantaged businesses and obligated an unprecedented 50 percent of procurement dollars to small businesses.

The Government and Business Exchange (GABE) program is an industry engagement forum for exchanging information on existing and emerging mission requirements. The program was implemented and engaged with over 40 businesses in FY 2022, including 35 small businesses. The Department added MBDA to the Notice of Funding Opportunity (NOFO) review process to make sure equity is built into processes and that recipients capture, and report disaggregated data during the program’s administration.

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Enterprise Services (ES) expanded the use of shared service solution delivery for Acquisition, Human Resources, and Information Technology. Strengthening the focus on customer experience, ES established Customer Advisory Boards to facilitate ongoing feedback on services, challenges, and upcoming enhancements. The ES Portal hosts over 90 self-service offerings including the new Secretary's Kudos program, a space for employees to recognize and appreciate the good work of their colleagues.

In direct response to the Department's critical hiring priorities, ES implemented a hiring surge support model in compliance with the new federal requirements for the Infrastructure Investment and Jobs Act (IIJA), American Rescue Plan Act (ARPA), and Ukraine Supplemental Act. ES also stabilized Personnel Action Requests, Payroll, and Benefits processing services provided to customers achieving multiple consecutive pay periods of meeting and/or exceeding service level agreement thresholds and targets.

ES established the Acquisition Cross Training Program, which is a developmental assignment in which acquisition professionals exchange roles for 60-90 days to improve the management and oversight of contracts. ES Acquisition established the Contracting Officer Representative Excellence Awards Program which recognizes exceptional contributions in Contract Formation and Contract Administration. Eighteen awardees were recognized in November 2022 at the inaugural awards ceremony, including customers from BEA, BIS, EDA, ITA, MBDA, NTIS, NTIA, OIG and OS.

The Office of the Chief Information Officer (OCIO) released the FY 2023-2025 Cybersecurity Strategy with Zero Trust Architecture (ZTA) at its core that charts an actionable course to achieve progress in three key areas: increase visibility and insight into the Department's cybersecurity posture; address critical gaps in people, processes, and technology; and reduce overall risk to the Department.

In FY 2022, OCIO finalized the Enterprise Cybersecurity Policy, the foundation for a modernized enterprise cybersecurity policy framework, which drives the adoption of NIST Special Publication 800-53 Rev. 5 for all information systems, reinforces roles and responsibilities across the enterprise, and supports rigorous oversight for Bureau cybersecurity programs.

ITA delivered more user-friendly solutions for clients to engage with key services and content. Initiatives included a solution that captures digital clients assisted for the distribution of monthly data; a modernized Foreign-Trade Zones (FTZ) portal that informs the public on the FTZ program; and a Customer Relationship Management Optimization (CRM) project for security, technical debt reduction, and implementation of best practices to improve operational efficiency, reporting, and analytics. Additionally, ITA completed the first milestone in support of Executive Order 14028: Improving the Nation's Cybersecurity on meeting compliance requirements, which positioned ITA as the first bureau to reach this achievement. ITA delivered a bureau-wide spend transparency dashboard to track spending trends in real time against all IT goods and services for more accurate IT budget formulation and forecasting. ITA completed the migration of a monolithic IT service contract to underserved small businesses through 8(a) contracting authorities valued at \$22.5 million to increase equity and fair competition.

ITA developed automation tools to streamline and simplify internal administrative processes, such as travel security, ITA-funded Secretarial travel, personal property management, and government purchasing, thereby reducing customer processing burdens and enhancing accountability. ITA developed a Property Board of Review SharePoint Dashboard to provide bureau stakeholders with historical trends analysis data to mitigate the risk of future government property losses. ITA also collaborated with Enterprise Services-Acquisition to develop an ITA-specific procurement system training to improve staff's skills and knowledge within the Comprizon system. To strengthen tracking and accountability of ITA Passports, updated guidance and

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collaborated with the Travel Management Division to develop and implement new tools in the Departmental Passport and Visa Database. Also, the digitalized transmission of passport and visa documentation using KiteWorks secured system, was updated.

Major Accomplishments:

- The Department awarded 26 percent of contract dollars to Small Disadvantaged Businesses and 50 percent of contract dollars to Small Businesses in FY 2022.
- The International Trade Administration migrated a monolithic IT service contract to underserved small businesses through 8(a) contracting authorities valued at \$22.5 million to increase equity and fair competition.
- Since December 2021, Enterprise Services completed a total of 198 hiring actions, to include 91 IJA actions and 107 ARPA actions. There are 115 total IJA positions and 121 ARPA positions.
- In 2022, Enterprise Services provided job classifications for over 200 positions, conducted over 250 strategic conversations with hiring managers, hired and onboarded over 400 employees, and reduced the vacancy backlog from July 2022 to December 2022 by over 70 percent.
- Enterprise Services Acquisitions developed a Work in Progress Report Robotic Process Automation that takes a raw data extract from C. Award and formats the report for distribution to ES customers and staff.
- USPTO developed an Unattended BOT to Complete Outstanding Undelivered Obligations. The BOT prepares contract modification documentation to de-obligate undelivered obligations from contract awards and prepares the required documents for contracting officer review and approval.
- The Department transitioned the secure document sharing platform KiteWorks and SecurityManager to cloud-based software-as-a-service offerings eliminating our traditional on-premises system and increasing reliability.

Key Performance Indicator Results and Targets

Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
Current/Recurring	OS	Number of employees with Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)	293	327	374	434	474	433	Exceeded	435	TBD
Disc.	OS	Security Compliance Reviews	18	3	39	17	20	20	Met	DISC	DISC
Proposed new	OS	Improve the Department's Federal Information Technology	—	—	—	—	B (3.0)	C (2.0)	Exceeded	C (2.0)	TBD

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Class	Bureau	Performance Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2022 Target	FY 2022 Status	FY 2023 Target	FY 2024 Target
		Reform Act (FITARA) score									
Current/Recurring	OS	Percentage of Acquisitions with a cumulative value over \$250K Completed in 120 Days or Less	100%	100%	100%	96%	95%	95%	Met	95%	95%
Proposed new	OS	Number of workforce credentialed in innovative acquisition techniques	—	—	—	—	290	25	Exceeded	50	75
Proposed new	OS	Number of workforce trained in innovative acquisition techniques	—	—	—	—	430	350	Exceeded	400	450

For more information, please see our public website: [Commerce Performance Data Pro](#).

Strategic Conclusions and Recommendations

The Department must nurture innovation as a core competency to bring about both incremental growth and radical improvement in how technology is leveraged. This will lay a foundation for further building public trust through focused development of user-friendly processes and privacy protections. More efficient processes and infrastructure will enable the Department to better provide essential services and ensure equitable access to those services. By tackling unnecessary complexity and legacy IT systems, using enabling technology service design to promote integration and enable data-sharing between systems and Department entities, and achieving substantial acquisition savings through economies of scale, the Department will create a future-proof foundation for rapid organizational progress, agility, relentless innovation, and IT that is secure and empowers employees to add high-value. Additionally, due to the increasing sophistication and persistence of cybersecurity attacks, the Department should increase the number of staff hired and retained that have significant expertise in cybersecurity.

Actions to Advance Progress through FY 2024

The Department will leverage the Non-recurring Expense Fund (NEF) to support transformative enterprise modernization efforts. Two of the most critical projects using the NEF are the Business Applications Solution (BAS) and Grants Enterprise Management Solution (GEMS) projects which are modernizing disparate procurement, asset, financial, and grants management systems. New project management methodologies were applied to both projects and

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they are both on schedule and meeting project milestones. Continued focus will be placed on successful delivery of both new systems.

IT Workforce Management (ITWFM) is the integrated set of policies, processes, and tools to optimize the productivity, mission, and outcomes of the IT Workforce. ITWFM involves effectively forecasting short-term and long-term skills requirements, monitoring IT trends, and identifying deficiencies, weaknesses, and opportunities to address the flow of new competencies needed to keep up with demand. The goal is to implement ITWFM in a thoughtful and flexible manner within which to frame strategies and plans to build and maintain a strong workforce to execute mission priorities.

The Department will develop a reference guide for use by grant-making bureaus to facilitate creating more equitable opportunities for underserved and disadvantaged communities for financial assistance awards and emphasize the development of new and creative strategies for including Ability One as prime or subcontractor participants in contracts. Enterprise Services (ES) will implement USA Hire to enable multi-step assessments, leverage enabling technology to create and automate bureau specific onboarding/off-boarding processes, and implement Facilities Module to drive flexible workspace (hoteling) capabilities.

OCIO will implement ZTA and adopt enterprise capabilities in accordance with the ZTA Strategy and Roadmap. Key capabilities include the adoption of an Enterprise Endpoint Detection and Response (EDR) solution, implementation of the managed Vulnerability Disclosure Program (VDP) and Risk and Vulnerability Assessment (RVA) programs, improvements for logging and security analytics, modernization of the enterprise Identity Credential and Access Management (ICAM) solution, and a Secure Access Service Edge (SASE) capability.

Building on the Enterprise Cybersecurity Policy (ECP) finalized in FY 2022, OCIO will issue a series of Standards and Handbooks to support Bureau management of core cybersecurity practices and enforce consistent implementation of requirements across the Department. The Standards are based on the Security and Privacy Controls Matrix (SPCM) and provide specific technical requirements for program areas while the Handbooks guide the implementation of processes in support of the ECP and SPCM.

OCIO will implement a dashboard capability to monitor and report progress across the Department in key focus areas, such as the adoption of multifactor authentication and encryption of data at-rest or in-transit. The dashboard will enable visibility of trends across bureaus and headquarters offices to support risk-based decision making and identify opportunities for enterprise-wide improvement.

OCIO will work with Cybersecurity and Infrastructure Security Agency to continue adoption of the Continuous Diagnostics and Mitigation Dashboard-as-a-Service, which will incorporate reporting requirements to track enumeration of vulnerabilities, identify network assets, and the status of Known Exploited Vulnerabilities that have not been remediated and provide a holistic view of cybersecurity across the Department.