U.S. Department of Commerce

FY 2013 Summary of Performance and Financial Information

THE DEPARTMENT AT A GLANCE

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

BUDGETARY RESOURCES

The Department's fiscal year (FY) 2013 budget was approximately $7.4 billion (discretionary budget authority)

INTERNET

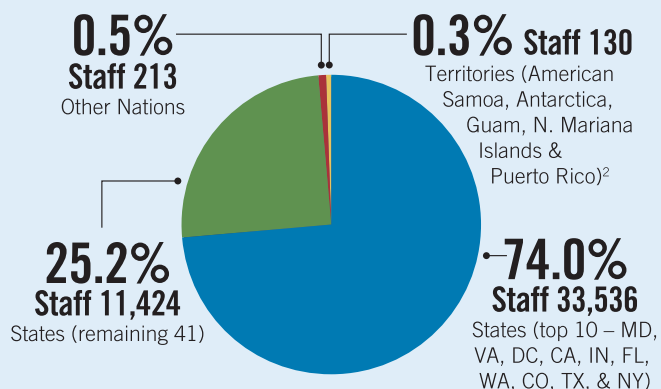The Department's Internet address is *www.commerce.gov*.

EMPLOYEES AND LOCATION

The Department is headquartered in Washington, D.C., at the Herbert Clark Hoover Building and employed approximately 45,000 employees as of January 1, 2014. The Department also has field offices in all states and territories and maintains offices in more than 60 countries worldwide. The following tables show the locations of the Department's employees.

DEPARTMENT OF COMMERCE STAFF – BY BUREAU (as of January 1, 2014)		
BUREAU	**TOTAL**	**% OF TOTAL**
CENSUS	14,556	32.1
USPTO	11,931	26.3
NOAA	11,849	26.2
NIST	3,157	7.0
ITA	1,401	3.1
DM	782	1.7
ESA	485	1.1
BIS	376	0.8
NTIA	312	0.7
EDA	163	0.4
OIG	141	0.3
NTIS	101	0.2
MBDA	49	0.1

DEPARTMENT OF COMMERCE – LOCATIONS[1] (AS OF JANUARY 1, 2014)

0.5% Staff 213 Other Nations

0.3% Staff 130 Territories (American Samoa, Antarctica, Guam, N. Mariana Islands & Puerto Rico)[2]

25.2% Staff 11,424 States (remaining 41)

74.0% Staff 33,536 States (top 10 – MD, VA, DC, CA, IN, FL, WA, CO, TX, & NY)

[1] For these charts, DC is considered to be a state.

[2] Only NOAA (78), Census (50), and ITA (2) have employees in the Territories.

DEPARTMENT OF COMMERCE STAFF – STATES AND TERRITORIES
(as of January 1, 2014)

RK	STATE	STAFF	% OF TOTAL	RK	STATE	STAFF	% OF TOTAL	RK	STATE	STAFF	% OF TOTAL
1	Maryland	11,190	24.7	20	Hawaii	433	1.0	39	Idaho	128	0.3
2	Virginia	10.432	23.0	21	Georgia	431	1.0	40	Nebraska	126	0.3
3	District of Columbia	3,105	6.9	22	South Carolina	429	0.9	40	New Mexico	126	0.3
4	California	1,645	3.6	23	Oklahoma	402	0.9	42	South Dakota	123	0.3
5	Indiana	1,565	3.5	24	New Jersey	401	0.9	43	Iowa	121	0.3
6	Florida	1,244	2.7	25	Ohio	333	0.7	44	Arkansas	101	0.2
7	Washington	1,213	2.7	26	Mississippi	308	0.7	45	West Virginia	97	0.2
8	Colorado	1,139	2.5	27	Minnesota	265	0.6	46	New Hampshire	93	0.2
9	Texas	1,085	2.4	28	Tennessee	253	0.6	47	Wyoming	86	0.2
10	New York	918	2.0	29	Louisiana	250	0.6	48	Rhode Island	85	0.2
11	Massachusetts	703	1.6	30	Wisconsin	226	0.5	49	North Dakota	84	0.2
12	Pennsylvania	622	1.4	31	Kentucky	221	0.5	50	Puerto Rico	80	0.2
13	North Carolina	577	1.3	32	Alabama	210	0.5	51	Vermont	65	0.1
14	Arizona	565	1.2	33	Kansas	181	0.4	52	Delaware	46	0.1
15	Alaska	550	1.2	34	Nevada	174	0.4	53	Guam	27	0.1
16	Michigan	544	1.2	35	Connecticut	161	0.4	54	American Samoa	19	0.1
17	Illinois	529	1.2	36	Utah	146	0.3	55	Antarctica	2	0.0
18	Missouri	486	1.1	37	Montana	141	0.3	55	N. Mariana Islands	2	0.0
19	Oregon	465	1.0	38	Maine	137	0.3				

DEPARTMENT OF COMMERCE STAFF – OTHER NATIONS[1]
(as of January 1, 2014)

REGION / NATION	STAFF	% OF OTHER NATIONS	REGION / NATION	STAFF	% OF OTHER NATIONS	REGION / NATION	STAFF	% OF OTHER NATIONS
TOP FOUR NATIONS			**AMERICAS**	39	18.3	**SOUTH ASIA AND MIDDLE EAST**	32	15.0
China / Hong Kong	37	17.4	Argentina	1	0.5	Afghanistan	2	0.9
Brazil	12	5.6	Brazil	12	5.6	India	11	5.2
India	11	5.2	Canada	5	2.3	Iraq	1	0.5
Russia	11	5.2	Chile	2	0.9	Israel	2	0.9
EUROPE	51	23.9	Columbia	3	1.4	Jordan	2	0.9
Austria	1	0.5	Dominican Republic	2	0.9	Kuwait	1	0.5
Belgium	7	3.3	El Salvador	3	1.4	Pakistan	1	0.5
Bulgaria	1	0.5	Mexico	9	4.2	Qatar	1	0.5
Czech Republic	1	0.5	Panama	1	0.5	Saudi Arabia	3	1.4
France	3	1.4	Peru	1	0.5	Turkey	4	1.9
Germany	5	2.3				United Arab Emirates	4	1.9
Greece	1	0.5	**AFRICA**	11	5.2			
Hungary	1	0.5	Egypt	4	1.9	**SOUTHEAST ASIA & AUSTRALIA**	25	11.7
Italy	4	1.9	Ghana	1	0.5	Australia	3	1.4
Netherlands	1	0.5	Kenya	1	0.5	Indonesia	4	1.9
Poland	2	0.9	Morocco	1	0.5	Malaysia	3	1.4
Portugal	1	0.5	Nigeria	1	0.5	Philippines	4	1.9
Romania	2	0.9	South Africa	3	1.4	Singapore	4	1.9
Russia	11	5.2				Thailand	3	1.4
Serbia	1	0.5	**NORTHEAST ASIA**	55	25.8	Vietnam	4	1.9
Spain	2	0.9	China	34	16.0			
Sweden	2	0.9	Hong Kong	3	1.4			
Switzerland	1	0.5	Japan	9	4.2			
Ukraine	1	0.5	South Korea	5	2.3			
United Kingdom	3	1.4	Taiwan	4	1.9			

1. All but one employee (BIS-Netherlands) working in nations outside the U.S. work for ITA.

SUMMARY OF FY 2014 - 2018 STRATEGIC GOALS AND OBJECTIVES

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

1.1.	Increase opportunities for U.S. companies by opening markets globally	ITA, NOAA, NTIA, USPTO
1.2.	Increase U.S. exports by broadening and deepening the U.S. exporter base	BIS, EDA, ESA, ITA, MBDA, OS
1.3.	Increase high-impact inward foreign direct investment into the United States	EDA, ESA, ITA
1.4.	Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements	ITA

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

2.1.	Grow a more productive, agile, and high-value manufacturing sector through partnerships and collaborations that accelerate technology development and commercialization	NIST
2.2.	Increase the capacity of U.S. regional economies to accelerate the production of value-added goods and services by providing services to and investments in businesses and communities	EDA, ESA, MBDA, NIST, USPTO
2.3.	Strengthen the Nation's digital economy by championing policies that will maximize the potential of the Internet, expanding broadband capacity, and enhancing cybersecurity	NIST, NTIA, USPTO
2.4.	Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers	EDA, ESA, NIST
2.5.	Accelerate growth of innovation-intensive economic sectors by building public and private capacity to invent, improve, and commercialize new products and services	EDA, NIST, USPTO

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

3.1.	Advance the understanding and prediction of changes in the environment through world class science and observations	NIST, NOAA
3.2.	Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation	ESA, NOAA
3.3.	Strengthen the resiliency of communities and regions by delivering targeted services to build capacity	EDA, ESA, NIST, NOAA
3.4.	Foster healthy and sustainable marine resources, habitats, and ecosystems through improved management and partnerships	NOAA
3.5.	Enable U.S. businesses to adapt and prosper by developing environmental and climate-informed solutions	ESA, ITA, NIST, NOAA

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

4.1.	Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public	ESA, NIST, NOAA, NTIS
4.2.	Improve data-based services, decision-making, and data sharing within the Department and with other parts of the federal government	BIS, ESA, ITA
4.3.	Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers	ESA, NOAA

5 OPERATIONAL EXCELLENCE: Deliver better services, solutions, and outcomes that benefit the American people

5.1.	Strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance	OS, All Bureaus

STATEMENT FROM THE SECRETARY

I am pleased to present the Department of Commerce's Fiscal Year (FY) 2013 Summary of Performance and Financial Information. This report highlights the Department's accomplishments and the challenges in FY 2013, and details how our new strategic plan will drive our performance plan for FY 2014 and beyond. The report also provides information on our financial management and performance data.

Every day, the Department promotes innovation, entrepreneurship, competitiveness, and stewardship informed by world-class scientific research and information.

The Department achieves its mission through its 13 bureaus in partnership with U.S. businesses. The export promotion and economic security activities at the International Trade Administration (ITA) and the Bureau of Industry and Security (BIS) directly support our Nation's international competitiveness and help U.S. companies sell more of what they make in countries around the world. Through weather forecasts, climate and ocean monitoring, marine resource management, and support for marine commerce, the National Oceanic and Atmospheric Administration's (NOAA) services have a daily impact on our lives and U.S. commerce. The Economics and Statistics Administration (ESA), including the Census Bureau (Census) and the Bureau of Economic Analysis (BEA), provides the economic and demographic information necessary to evaluate growth, understand markets, and make sound decisions for the future. The National Telecommunications and Information Administration (NTIA), through broadband grants and spectrum reform, is expanding the information highway to propel job growth and competitiveness. The National Institute of Standards and Technology (NIST) and the U.S. Patent and Trademark Office (USPTO) are critical to supporting innovation and advancing U.S. commerce. Economic development and commercialization activities supported by the Economic Development Administration (EDA) and the Minority Business Development Agency (MBDA) turn ideas into jobs.

Our plans for FY 2014 – 2015 are excerpted from the new FY 2014 – 2018 Department of Commerce Strategic Plan. It has five goal areas: Trade and Investment, Innovation, Environment, Data, and Operational Excellence. Notice that our new plans and strategies significantly increase collaboration among bureaus; this synergy will increase our return on investment. You can review all the advances we plan at *www.commerce.gov*.

The following are some of our FY 2013 accomplishments and current initiatives. Additional accomplishments are stated in the performance section of this report.

Trade and investment

ITA continued to advance U.S. commercial and economic interests. FY 2013 was the best year on record for exports generated by the Market Development Coordinator Program, exceeding $2.5 billion. ITA's US Foreign and Commercial Services facilitated nearly 15,000 export transactions, including over 6,000 export transactions that involved an exporter entering a market for the first time.

The United States was promoted as a prime investment destination under the SelectUSA program. In FY 2013, SelectUSA leveraged its resources and partnerships to successfully recruit participants for the first ever inward investment summit hosted by the U.S. government.

In FY 2013, the U.S. Department of Commerce and the U.S. Small Business Administration (SBA) continued to make it easier for America's businesses to access government services that help them grow and hire. BusinessUSA, co-managed by the Department and SBA, released 41 new or enhanced capabilities on the Business.USA.gov Web site. The knowledgebase of resources was expanded to over 4,000.

Multiple Departmental bureaus will continue working with the Office of the U.S. Trade Representative, and will ensure that U.S. negotiating objectives consider the priority needs of U.S. industries competing in the global market. These priorities include new agreements with strong and effective disciplines on trade barriers.

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

Innovation

USPTO has continued to foster innovation, competitiveness, and economic growth by retooling their systems to make them faster, better, and more customer oriented. At the end of FY 2013, USPTO decreased the unexamined patent application backlog to 584,998.

In response to an Executive Order issued in February 2013, NIST released its Preliminary Cybersecurity Framework to help critical infrastructure owners and operators reduce cybersecurity risks in industries such as power generation, transportation, and telecommunications. A NIST team earned a 2013 R&D 100 Award for developing a new semiconductor chip measurement method that could save semiconductor manufacturers billions of dollars annually. The NIST Hollings Manufacturing Extension Partnership (MEP) provided small manufacturers with a range of tools and services focused on the adoption of new technologies, exporting strategies, and workforce retention, generating $2.2 billion in increased sales, and $2.6 billion in capital investment.

In FY 2014, NIST will work with the Office of Manufacturing Policy, the White House, and business leaders to craft the Obama Administration's manufacturing agenda. NIST's Advanced Manufacturing Technology (AMTech) program will provide grants to industry-led consortia to identify and prioritize research projects critical to long-term industrial advances.

NTIA continued its efforts to further technological advances for wireless communication, Internet services, domain name management issues, and other advances in technology. NTIA administered more than $4 billion in grants projects under the Broadband Technology Opportunities Program (BTOP). BTOP projects extended broadband access to unserved and underserved areas of the country and to vulnerable populations, including minorities, low income residents, the aged, the unemployed, and people with disabilities. In FY 2013, these projects deployed broadband infrastructure, enhanced capacity at public computing centers, and supported projects to encourage non-users to subscribe to broadband services.

The Department will directly engage business and the economic development community to identify workforce skills needed and help create a pipeline of well-trained 21st century workers. A comprehensive approach to employer driven skills training will be developed in cooperation with the Departments of Labor and Education.

Environment

In FY 2013, NOAA continued to operate polar and geostationary satellites for environmental surveillance 24 hours a day, 365 days a year. NOAA completed the deployment of the Dual Polarization (Dual Pol) capability. Dual Pol enables more accurate precipitation estimates, improved hail detection, and improved rain and snow discrimination.

NOAA, in coordination with the regional fishery management councils, and commercial and recreational fishermen, rebuilt species in the Bering Sea, the South Atlantic, and the Sacramento River. A system of catch limits is in place in all the major fisheries. In FY 2014 – 2015, NOAA will begin verifying adherence to catch limits.

Given the increase in extreme weather events and the effects they can have on the economy, NOAA will be enhancing its models and computing power to increase forecasting lead times and accuracy. Data will be enhanced by launching and operating the next generation of geostationary and polar-orbiting satellites. The Weather-Ready Nation initiative will build community preparedness in the face of increasing vulnerability to weather.

Data

In March 2013, Census and BEA jointly accelerated the release of the economic indicator related to international trade in goods and services. This joint release is now available to the public within five business days of the start of the month. In FY 2013, BEA developed statistics that take into account changes in the economic environment and address data gaps exposed by the recent financial crisis and recession. BEA also released prototype real (inflation-adjusted) personal income for states and metropolitan areas that allow, for the first time, the comparison of real personal income across regions and time periods.

The Department is at the center of government's role in unleashing "Big Data." Through public-private partnerships, scientific data will be intelligently positioned in the cloud and co-located with easy, affordable access to computing, storage, and advanced analytical capabilities. The Department will use a standards approach to develop an interoperable data infrastructure. Adherence to a set of common standards and architecture would result in a powerful data platform that provides universal access to data in usable form. Further, the Department will format its data in a manner that can be queried from any of a number of different perspectives through the creation of a common system: *Find it-Connect It*. This new service will guide users to interoperable data sets with built-in intelligence to make data easier to access, use, download, and combine.

Operational Excellence

In 2013, the Department was ranked the 2nd Best Place to Work in the Federal Government out of 19 large federal agencies by the Partnership for Public Service, based upon employee satisfaction on the 2013 Federal Employee Viewpoint Survey. The Department reinforced its commitment to cultivating a diverse, high-performing workforce by establishing the Diversity & Inclusion Council, setting a 20-year agency record for veteran new hires, and increasing the hiring of people with disabilities. The Department also exhibited a $1.2 million chargeback cost reduction for payments made by the Department of Labor's Office of Workers' Compensation Programs.

In FY 2014 – 2015, Departmental staff will design a staff development framework to drive excellence in all aspects of mission delivery, systems thinking, customer service, personal mastery, and teamwork. Recognizing that senior leaders play a critical role in leading transformation, the first step will be designing a framework of knowledge and skills essential for members of the Department's Senior Executive Service. The Department's performance management approach will

be further refined through the review of performance metrics at standing executive meetings and by posting performance information on a new Executive Dashboard. The approach will be deployed into the organization by enhancing communication on plans and performance.

However, to achieve the vision of operational excellence, the Department needs the most current technology and effective management of cybersecurity vulnerabilities. A new information technology (IT) architecture will be adopted with a common set of capability and service requirements and minimum standards for interoperability and cybersecurity. A single federated roadmap will guide phased implementation of the architecture that will increase our mission delivery capabilities.

Our financial management systems have been found to be in substantial compliance with the Federal Financial Management Improvement Act (FFMIA) of 1996. In accordance with Office of Management and Budget (OMB) Circulars A-136 and A-11, the financial and performance data published in this report are substantially complete and reliable. These data provide an accurate and transparent accounting of the Department's financial situation and high-level performance results. For the 15th year in a row, the independent auditors tasked with reviewing our financial statements have provided an unqualified opinion. However, the Department received a significant deficiency relating to needed improvement in two areas: (1) accounting for property at NOAA, and (2) Department-wide IT, relating to segregation of duties, access controls, and configuration management.

Throughout FY 2013, we greatly improved the controls that surround property, evidenced by the reduction of the FY 2012 material weakness to a significant deficiency. We will continue making improvements to our property and IT, and we will continue to aggressively strengthen those controls in FY 2014.

I am proud to submit this report on the FY 2013 performance of the Department, and hope it provides a useful summary of the results of the Department and its 45,000 employees. I hope it also communicates our commitment to advancing our ability to "create the conditions for economic growth and opportunity." Our plan is to be responsive and nimble, constantly adapting to the fast-changing needs of the U.S. private sector in the 21st century.

Penny Pritzker
Secretary of Commerce
June 2014

THE SYSTEM OF PLANS, BUDGETS, AND REPORTS

In coordination with the release of the FY 2015 Congressional Budget submission, the Department released a new FY 2014 – 2018 Strategic Plan with a new design. The structure of the new plan follows the outline prescribed in OMB Circular A-11 and focus areas identified through extensive meetings with the business community and collaboration among Departmental leadership and staff. The new strategic plan is reflected in the FY 2015 President's Budget.

The FY 2015 Congressional Budget submission includes each bureau's Annual Performance Plan and Report (APP/APR or Exhibit 3A). Each bureau Exhibit 3A includes bureau performance indicators and results for FY 2013 and performance targets for FY 2014 and FY 2015. The performance targets in the Exhibit 3As are based on the resource requirements specified in the Congressional Budget submission; the bureau indicators are aligned to specific Department strategic objectives.

Beginning in FY 2013, the Department no longer produced a Performance and Accountability Report (PAR), instead combining performance reporting with performance planning in the Exhibit 3As of each individual bureau budget submission. The Exhibit 3As provide a public accounting of the Department's FY 2013 performance results completing the Department's performance management process for the fiscal year. The Department also issued a separate FY 2013 Agency Financial Report (AFR), which can be found at *http://www.osec.doc.gov/ofm/OFM_Publications.html*.

ORGANIZATION

The following table shows the 13 bureaus of the Department along with the number and percentage of obligations and full-time equivalent (FTE) of each bureau in FY 2013.

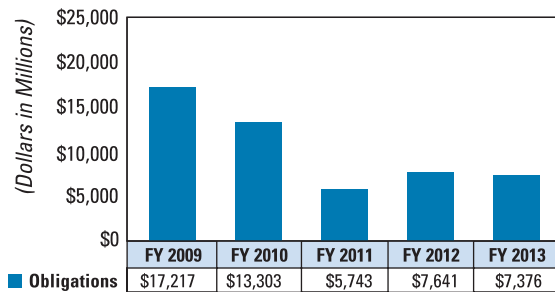| BUREAU	ACRONYM	FUNDING (IN $000S)	% OF TOTAL	FTE	% OF TOTAL
Departmental Management	DM	51.1	0.4	155	0.4
Office of Inspector General	OIG	30.2	0.3	137	0.4
Economic Development Administration	EDA	219.9	1.9	175	0.4
Economic and Statistical Analysis (Bureau of Economic Analysis)	ESA/BEA	92.7	0.8	494	1.3
Economic and Statistical Analysis (Census Bureau)	ESA/CENSUS	1,701.3	14.9	9,702	24.9
International Trade and Investment Administration	ITA	474.0	4.2	1,695	4.4
Bureau of Industry and Security	BIS	96.6	0.8	376	1.0
Minority Business Development Agency	MBDA	27.5	0.2	50	0.1
National Oceanic and Atmospheric Administration	NOAA	5,126.4	44.9	11,747	30.2
U.S. Patent and Trademark Office	USPTO	2,489.2	21.8	11,104	28.5
National Institute of Standards and Technology	NIST	946.4	8.3	2,934	7.5
National Technical Information Service	NTIS	85.3	0.7	104	0.3
National Telecommunications and Information Administration	NTIA	77.6	0.7	257	0.7

FY 2013 BUDGET SNAPSHOT

Mission: The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.
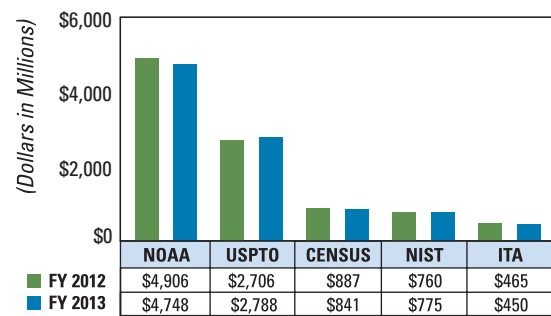
Organization/Personnel: The Department has approximately 45,000 employees, expanding to over 120,000 employees during a decennial year. It consists of 13 bureaus ranging in size from 50 employees to over 14,000, with Census expanding to over 90,000 in a decennial year.

Budgetary Resources[1]: The FY 2013 discretionary budget was approximately $7.38 billion, below the FY 2012 discretionary budget of approximately $7.64 billion.

TOTAL DISCRETIONARY BUDGET AUTHORITY[1]

(Dollars in Millions)

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
■ Obligations	$17,217	$13,303	$5,743	$7,641	$7,376

TOP 5 BUREAUS BY BUDGET[2]

(Dollars in Millions)

	NOAA	USPTO	CENSUS	NIST	ITA
■ FY 2012	$4,906	$2,706	$887	$760	$465
■ FY 2013	$4,748	$2,788	$841	$775	$450

FY 2013 FINANCIAL SNAPSHOT

Unqualified Opinion on Financial Statements	Yes	Total Assets	$30.0B
Timely Financial Reporting	Yes	Total Liabilities	$4.8B
Material Weaknesses	0	Net Cost of Operations	$8.5B
Improper Payment Rate	N/A		

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1. The budget (or budget authority) refers to the amount that Congress provides. In FY 2012 and FY 2013 it excludes disaster funding.

2. FY 2013 reflects post-sequestration amounts.

FY 2013 PERFORMANCE SNAPSHOT

In FY 2013, the Department had many significant accomplishments. The Department continued to improve its weather prediction capability, especially of severe storms such as flash floods, winter storms, and hurricane intensity, thus both saving lives and minimizing property loss. ITA assisted over 18,000 companies with export transactions and removed 99 trade barriers that have directly benefitted U.S. industry and competitiveness. In addition, ITA generated $2.51 billion in exports from its Market Development Cooperator Program.

EDA investments of $216 million in FY 2004 helped generate, by FY 2013, approximately $3.47 billion in private investment and 33,088 jobs, a 16 to 1 benefit to cost ratio.

**TOTAL DEPARTMENT RESULTS
FY 2013
*Number of Targets***

22 Not Met

73 Exceeded

39 Met

In FY 2013, operations funded by MBDA supported clients who obtained $4.8 billion in contract and financial awards. In FY 2013, NIST sold over 32,000 units of Standard Reference Materials to customers in industry, academia, and government agencies to assure the accuracy of millions of measurements made daily in medical clinics, manufacturing plants, crime labs, and industrial labs throughout the United States. The NIST Manufacturing Extension Partnership (MEP) helped its clients, primarily small manufacturers, in generating $2.2 billion in increased sales, $2.6 billion in capital investment, and $1.2 billion in cost savings during FY 2012. By the end of FY 2013, NTIA had generated over 111,000 miles (target = 100,000 miles) of broadband networks deployed, over 46,000 new and upgraded public computer workstations (target = 37,500 workstations) and over 20,000 connections for community anchor institutions (target = 18,000 connections). NTIA also exceeded its target of 600,000 new household and business subscribers to broadband in FY 2013, the result being over 628,000 new subscribers.

Overall performance results for the Department show that of the 134 performance targets, 55 percent exceeded the target, 29 percent met (defined as 90-100 percent) the target, and 17 percent did not meet the target.
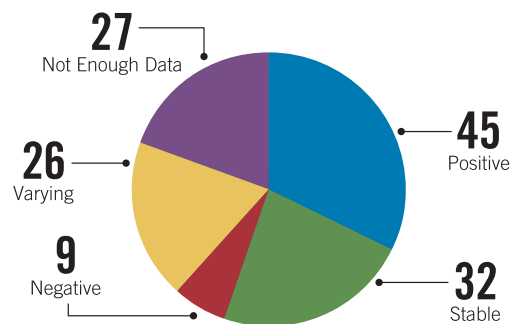
Overall trends among these indicators reflected the following:

- 45 (32 percent) reflected a positive trend in that over time performance was improving;
- 32 (23 percent) remained stable in their trends. In most cases, these indicators had maintenance targets in that the goal was to maintain a standard over time;
- 9 (6 percent) reflected a negative trend in that performance declined over time;
- 27 (20 percent) were indicators that were not in place for more than three years and therefore a trend could not be detected; and

**STATUS OF CURRENT MEASURES
FY 2013**

27 Not Enough Data

26 Varying

9 Negative

45 Positive

32 Stable

- 26 (19 percent) were indicators that varied from year to year. This was usually a result of one of three reasons:
  1. Bureau adjustment of targets as a result of past results, particularly if the results are volatile from year to year;
  2. The nature of the indicator has changed slightly from one year to another; or
  3. If the results are dependent on the funding level of a given year, leading to a variance in results.

Note: DM had some indicators that had historical trends but did not have FY 2013 targets. Therefore, the total number of indicators in the above charts differ slightly.

Challenges: For FY 2014, the Office of Inspector General (OIG) restructured the FY 2013 Management Challenges by consolidating NOAA activities into one challenge, consolidating two administrative management challenges into one management challenge, and developing a new challenge that addressed the 2020 Decennial Census. The following table reflects a crosswalk between the FY 2013 and FY 2014 Management Challenges and actions to be taken as identified by the OIG.

COMPARISON OF FY 2014 AND FY 2013 TOP MANAGEMENT CHALLENGES	
FY 2014 CHALLENGES	**FY 2013 CHALLENGES**
Strengthen Commerce infrastructure to support the Nation's economic growth ● Promoting U.S. exports while protecting national security interests ● Enhancing economic growth through intellectual property and wireless Initiatives	**Stimulate economic growth in key industries, increase exports, and enhance stewardship of marine fisheries** ● Stimulate economic growth in manufacturing, intellectual property, and wireless industries ● Promote and regulate exports ● Protect and promote marine fisheries
Strengthen oversight of National Oceanic and Atmospheric Administration (NOAA) programs to mitigate potential satellite coverage gaps, address control weaknesses in accounting for satellites, and enhance fisheries management ● Enhancing weather satellite development and mitigating potential coverage gaps ● Addressing material weakness over satellite accounting ● Enhancing fisheries management	**Increase oversight of resources entrusted to the public and invest for long-term benefits** ● Increase internal controls and oversight of Departmental operations under a constrained budget ● Invest for efficiencies and long-term benefits ● Implement bold design changes to contain 2020 Decennial costs while maintaining enumeration quality
Continue enhancing cybersecurity and management of information technology investments ● Establishing a robust capability to respond to cyber incidents ● Continuing sustainable implementation of enterprise cybersecurity initiatives ● Preserving the Chief Information Officer's oversight responsibility of satellite-related IT investments ● Continuing vigilant oversight of IT investments ● Maintaining momentum in consolidating commodity IT to cut costs	**Strengthen security and investments in information technology** ● Continue improving Commerce's IT security posture by addressing persistent security weaknesses ● Develop resilient incident response and recovery capabilities with increased monitoring of Internet traffic ● Manage Commerce's IT portfolio with enhanced governance structure ● Strengthen oversight of IT investments

(Continued)

COMPARISON OF FY 2013 AND FY 2012 TOP MANAGEMENT CHALLENGES *(continued)*

FY 2014 CHALLENGES	FY 2013 CHALLENGES
Exercise strong project management controls over 2020 Census planning to contain costs	**Implement framework for acquisition management and improve contracts oversight**
● Ensuring timely design decision making ● Focusing on human capital management, timely research, and testing implementation	● Implement the planned framework for acquisition project management ● Oversee high-risk contracts ● Maintain an acquisition workforce that holds bureau officials accountable ● Implement an effective suspension and debarment program
Continue to foster a culture of management accountability to ensure responsible spending	**Reduce risks of cost overruns, schedule delays, and coverage gaps for NOAA's satellite programs**
● Responding to concerns of mismanagement and ethical violations ● Implementing stricter controls over funds ● Modernizing the enterprise financial management system to strengthen financial oversight ● Strengthening controls over high-risk contract actions and developing the acquisition workforce ● Addressing grant management issues	● Communicate with stakeholders to define JPSS [Joint Polar Satellite System] capabilities, schedule, and cost baselines ● Ensure adequate leadership and governance structure over JPSS development ● Develop a plan to support NOAA weather forecasting capabilities during coverage gaps ● Reduce program risks associated with GOES-R [Geostationary Operational Environmental Satellite-R series] development

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

SUMMARY OF COMMERCE PUBLIC BENEFITS AND PERFORMANCE

TRADE AND INVESTMENT

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

PUBLIC BENEFITS

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

- Leveraging U.S. sector and analytical expertise to develop and execute trade policy and promotional strategies;

- Expanding programs designed to enhance exports by small and medium-sized enterprises (SME);

- Promoting federal resources currently available to assist exports by U.S. companies;

- Ensuring that U.S. government-led trade missions effectively promote exports by U.S. companies;

- Ensuring that Commercial Advocacy effectively promotes exports by U.S. companies;

- Improving market access overseas for U.S. manufacturers and service providers by actively opening new markets, reducing significant trade barriers, and robustly enforcing U.S. trade agreements; and

- Developing a framework, including policy and export promotion tools, for exports of services.

BusinessUSA streamlines access to enterprise assistance resources across the entire federal government. BusinessUSA.gov helps U.S. businesses and exporters of all sizes find information about available federal programs without having to waste time and resources navigating the federal bureaucracy.

Export control reform is a major concern for BIS since one of its major tasks is to enhance U.S. national security and strengthen the Nation's ability to counter threats such as the proliferation of weapons of mass destruction.

NTIA develops and influences international standards and policies to support fair competition in the information and communications technology sector, as well as promotes the use of telecommunication devices, thereby speeding the pace of business.

EDA helps communities develop plans and facilities that help them employ local private and public sector assets to build exporting capabilities and attract foreign direct investment. MBDA assists minority-owned businesses to locate the services and capital they need to successfully export.

PERFORMANCE RESULTS

ITA's U.S. and Foreign Commercial Service (US&FCS) advanced U.S. commercial interests by engaging foreign governments and businesses, identifying and resolving country-specific market barriers, and leading interagency efforts to advocate for U.S. firms. This resulted in favorable outcomes in 237 commercial diplomacy cases and 60 advocacy cases that resulted in $16.2 billion of U.S. export content. US&FCS also provided market contacts, knowledge, opportunities, and customized client-driven solutions to U.S. firms, especially SMEs, resulting in over 3,500 small-to-medium-sized firms exporting to a second or additional country.

Through efforts by ITA's Manufacturing and Services (MAS), Japan Post Group allowed U.S. insurer Aflac to sell its cancer insurance product through the Japan Post Group network thereby removing an insurance market access barrier. The decision of Japan to allow Aflac to sell their cancer insurance product through the Japan Post Group network should result in up to $100 million in new premiums for the U.S. firm in 2014. FY 2013 was the best year on record for Market Development Coordinator Program (MDCP)-generated exports. At $2.51 billion, this year's results are the highest ever achieved by MDCP, exceeding the previous high of $2.50 billion in FY 2011.

ITA's Market Access and Compliance (MAC) assisted companies in responding to and overcoming foreign trade barriers. MAC initiated 245 cases on behalf of U.S. firms facing barriers. MAC also concluded 173 cases with a 57 percent success rate. The total impact of these successes was nearly $4.7 billion in FY 2013 and included bilateral engagement with priority export markets. In NEI priority markets, such as Brazil and India, MAC organized CEO Forums, co-chaired by the Commerce Secretary. The forums brought together business leaders who recommended ways to strengthen the bilateral relationship. MAC also advanced commercial interests through bilateral Commercial Dialogues, such as the U.S.-China Joint Commission on Commerce and Trade, a forum for trade ministries to develop policies that increase bilateral trade and investment. MAC also worked to create market access through multilateral organizations such as the Trans Pacific Partnership and the Transatlantic Trade and Investment Partnership.

In FY 2013, ITA's Import Administration (IA) conducted 61 antidumping/countervailing duty (AD/CVD) investigations covering products as diverse as solar panels from China, frozen warm water shrimp from seven different nations, ferrosilicon from Russia and Venezuela, and steel products from a wide range of countries. In FY 2013, IA initiated 38 AD/CVD investigations, based on petitions from U.S. industries, the largest number of investigations initiated since 2003. During FY 2013, ITA developed a differential pricing analysis to ensure that IA has a robust remedy to address masked dumping consistent with U.S. law and its international obligations.

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

During FY 2013, BIS was part of an interagency team that made tremendous strides in meeting the President's goals of an export control system with greater regulatory efficiency and rationality, better focused controls on the most significant items and destinations, increased education for exporters to meet their compliance responsibilities, and stronger enforcement. In FY 2013, BIS's Office of Enforcement Analysis completed its first full year of operating the Information Triage Unit (ITU), which was established pursuant to the President's Export Control Reform (ECR) Initiative to assemble and disseminate relevant information, including intelligence, upon which to base informed decisions on proposed export licenses. The ITU produced 1,059 Bona Fides Information Reports (BFIR). As a measure of the ITU's effectiveness, Export Enforcement

compares the overall BIS license denial rate with that of the denial rate for licenses where a BFIR was produced. In FY 2013, the BIS overall denial rate was 0.6 percent while the denial rate for applications involving a BFIR was 6.0 percent, thus demonstrating the national security value of ITU involvement.

EDA investments of $216 million in FY 2004 helped generate, by FY 2013, approximately $3.47 billion in private investment and 33,088 jobs. EDA data indicate that investments made in FY 2010, FY 2007, and FY 2004 (three, six, and nine years prior to FY 2013) helped generate $6.6 billion in private investment and have helped create or retain 59,348 jobs. EDA anticipates that its FY 2013 investments will help generate $156 million in private investment by FY 2016, and then continue to increase to $391 million by FY 2019, and $782 million by FY 2022. EDA expects that those same investments will help create or retain 3,633 jobs by FY 2016, 9,082 jobs by FY 2019, and 18,165 jobs by FY 2022.

In FY 2013, MBDA helped minority business enterprises obtain contracts and financial awards through its direct federal client services and network of funded centers. MBDA's year-end results exceeded its performance goals, achieving over $3.2 billion in contract awards and over $1.6 billion in financial awards. MBDA's programs and services helped create over 10,931 new jobs in minority owned firms.

The following table shows the three-year results of key performance measures related to Trade and Investment.

KEY PERFORMANCE MEASURES	FY 2011 Results	FY 2012 Results	FY 2013 Target	FY 2013 Results	FY 2013 Rating
Private investment leveraged – 9 year totals (EDA)	$3,960M	$1,593M	$1,637M	$3,466M	Exceeded
Jobs created/retained – 9 year totals (EDA)	56,058	12,675	44,994	33,088	Not Met
Dollar value of contract awards obtained (MBDA)	$2.1B	$1.2B	$1.1B	$3.2B	Exceeded
Dollar value of financial awards obtained (MBDA)	$1.8B	$1.6B	$0.9B	$1.6B	Exceeded
Exports generated annually from public/private partnerships (ITA)	$2.4B	$2.1B	$467M	$2.5B	Exceeded
Annual number of new markets that current U.S. exporters enter with US&FCS assistance (ITA)[1]	5,721	5,083	6,100	6,024	Met
Dollar value of U.S. export content in advocacy cases won (ITA)[1]	New	$73.9B	$19.5B	$16.2B	Not Met
Number of clients assisted by Global Markets (ITA)	New	New	20,800	18,126	Not Met
Number of actions that result in a deterrence or prevention of a violation and cases which result in a criminal and/or administrative charge (BIS)	1,073	1,162	850	1,403	Exceeded

Rating is as follows: Blue = Exceeded (>100% of target); Green = Met (90-100% of target); Red = Not Met (<90% of target)
1. ITA is discontinuing these indicators beginning in FY 2014, replacing them with indicators in line with the new Strategic Plan.

INNOVATION

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

PUBLIC BENEFITS

USPTO makes invention and innovation profitable by protecting intellectual property. Reducing the time required to protect an idea and bring it to market increases the competitive edge of creative U.S. businesses. Therefore, decreasing the time required to process a patent is one of the Department's Agency Priority Goals (APG).

As the federal government's National Laboratory focused on innovation and industrial competitiveness, NIST works to promote and accelerate technological innovation. It provides the measurement infrastructure necessary for a robust high-technology economy and a vibrant manufacturing sector which are sources of high-paying, high-skilled jobs, and drivers of future technological advancement.

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

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

PERFORMANCE RESULTS

At the end of FY 2013, USPTO not only decreased the unexamined patent application backlog but also reduced average total pendency to 29.1 months and average first action pendency to 18.2 months. Trademark applications continued to increase in FY 2013, with 433,654 new classes filed, a four percent increase over the previous year. Yet, USPTO continues to maintain consistent first office action trademark pendency figures within the target range of 2.5 to 3.5 months, with disposal pendency running at 10 months, lower than the 12-month performance target. Another way USPTO is achieving its goal of optimizing working inventory is by reducing the backlog of Requests for Continued Examination (RCEs). An RCE is a request by an applicant to reopen their patent application after prosecution is closed. There is currently a backlog of 78,272 RCEs, and this backlog diverts resources from the examination of new applications. USPTO received input from the public on the many reasons why an RCE is filed and is using the input to design new initiatives aimed at reducing the need for an RCE.

USPTO began the process of opening three more permanent satellite offices, in Dallas, Denver, and Silicon Valley. USPTO also continued efforts to promote work sharing among offices, harmonize national intellectual property (IP) systems, and improve IP protection multilaterally through fora like the World Intellectual Property Organization. On December 18, 2013, the Department received notice from the Partnership for Public Service that USPTO was ranked number 1 out of 300 agency subcomponents in its FY 2013 *Best Places to Work in the Federal Government*® report.

NIST continued to work with U.S. industry and other stakeholders to promote U.S. innovation and industrial competitiveness. NIST physicist, Dave Wineland, shared the 2012 Nobel Prize in Physics for "ground-breaking experimental methods that

enable measuring and manipulation of individual quantum systems." The National Cybersecurity Center of Excellence (NCCOE), a public-private partnership hosted by NIST, established formal partnerships with a number of major companies. The NCCOE accelerates the adoption of secure technologies by collaborating with innovators to provide real-world cybersecurity capabilities that address business needs. In the area of manufacturing, NIST awarded two grants totaling $7.4 million to fund research projects aimed at improving measurement and standards for the rapidly developing field of additive (3D) manufacturing. In the area of nanotechnology, NIST researchers developed techniques for making pure carbon nanotubes for commercial use. In support of public safety, researchers from NIST and the U.S. Forest Service created the proposed Wildland Urban Interface Hazard Scale, the first-ever rating system that allows communities to assess their risk from wildfires—on a building-by-building basis—and then ties that assessment to improved building codes and practices that could help reduce the threat.

The national network of NIST's Hollings Manufacturing Extension Partnership (MEP) helps manufacturers reduce bottom-line expenses, increase efficiencies, develop new products, expand into new markets, and adopt new technologies that improve competitiveness. As a result of MEP assistance in FY 2012, manufacturers increased sales by $2.2 billion, capital investment by $2.6 billion, and cost savings by $1.2 billion.

NTIA continues to explore innovative approaches that would allow federal and non-federal users to share the same swaths of spectrum. NTIA also continued its collaboration with agencies and industry to creatively solve complicated and crucial spectrum access problems. In FY 2013, NTIA's Commerce Spectrum Management Advisory Committee concluded its ground-breaking work to explore relocation alternatives and spectrum-sharing arrangements between federal agencies and commercial mobile broadband systems in the 1695-1710 MHz and 1755-1780 MHz bands. NTIA also released regulations and guidance implementing changes to the Commercial Spectrum Enhancement Act that provide eligible federal agencies incentives and financial assistance to facilitate the transition from the reallocated federal bands that will be auctioned by the Federal Communications Commission (FCC). Additionally, NTIA published a report on spectrum-sharing technologies and the risk to federal users if Unlicensed-National Information Infrastructure (U-NII) devices were authorized to operate in the 5350-5470 MHz and 5850-5925 MHz bands.

NTIA's Broadband Technology Opportunities Program (BTOP) exceeded its program goals, delivering significant progress in areas such as infrastructure construction, computer center launches, and delivery of training to new broadband users. By September 30, 2013, NTIA had deployed more than 111,000 miles of broadband networks, connected more than 20,000 community anchor institutions, delivered more than 46,000 new or upgraded public computer workstations, and had more than 628,000 new household and business subscribers to broadband, exceeding all their targets. NTIA also released its Broadband Adoption Toolkit, aimed at sharing best practices developed from broadband adoption and digital literacy projects funded by BTOP. NTIA and USPTO were co-leaders of the Department's Internet Policy Task Force (IPTF) that published the Green Paper on *Copyright Policy, Creativity, and Innovation in the Digital Economy*, which identifies important copyright issues. NTIA also convened the first multi-stakeholder process on consumer data privacy. The first process focused on developing a code of conduct for transparency in how companies provide applications and interactive services for mobile devices that handle personal data. Through its petition for rulemaking to the FCC on cell phone unlocking, NTIA was also instrumental in spawning carrier adoption of a voluntary agreement addressing this important consumer issue.

The following table shows the three-year results of key performance measures related to Innovation.

KEY PERFORMANCE MEASURES	FY 2011 Results	FY 2012 Results	FY 2013 Target	FY 2013 Results	FY 2013 Rating
Number of updated items available (annual) (NTIS)	836,579	978,871	892,500	987,866	Exceeded
Number of information products disseminated (NTIS)	48,958,993	54,592,481	50,875,560	68,938,571	Exceeded
Miles of broadband networks deployed (NTIA)	29,191	78,120	100,000	111,400	Exceeded
New household and business subscribers to broadband (NTIA)	230,755	522,981	600,000	628,314	Exceeded
Patent total pendency (months) (USPTO)	33.7	32.4	30.1	29.1	Exceeded
Trademark average total pendency, excluding suspended and inter partes proceedings (months) (USPTO)	10.5	10.2	12.0	10.0	Exceeded
Capital investment attributed to Hollings MEP centers receiving federal funding (NIST)[1]	$1,900M from FY 2010 funding	$2,500M from FY 2011 funding	$1,300M from FY 2012 funding	$2,600M from FY 2012 funding	Exceeded
Standard Reference Materials sold (NIST)	32,864	33,441	31,000	32,267	Exceeded
Quality assessment and review of technical quality and merit using peer review	Completed	Completed	Complete	Completed	Met

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

1. MEP results have a one-year time lag.

ENVIRONMENT

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

PUBLIC BENEFITS

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

Ocean and coastal ecosystems provide many extremely visible human benefits—they provide nourishment, they provide recreational opportunities, and they support economies. Yet ocean and coastal resources are already stressed by human uses and habitat changes resulting in depleted fish and shellfish stocks; increased numbers of species at-risk; and declining marine, coastal, and Great Lakes biodiversity. NOAA ensures that U.S. ocean, estuarine, Great Lakes, and related ecosystems and the species that inhabit these ecosystems are as vibrant and sustainable as possible in the face of these challenges. By working toward the long-term sustainability of all species, NOAA will also ensure, for present and future generations, that seafood is a safe and affordable; that seafood production, recreational fishing opportunities, and non-consumptive uses of living marine resources support vibrant economies; and that species of cultural and economic value can flourish.

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

The Nation's Marine Transportation System (MTS) spans ports and inland waterways across U.S. coastal waters and oceans to support commerce, recreation, and national security. The MTS supports the Nation's economy, with more than 77 percent by weight and 95 percent by volume of U.S. overseas trade carried by ship. By 2020, the value of domestic maritime freight is forecasted to nearly double. The MTS is increasingly vulnerable to natural and human-caused disruptions, potentially impacting the viability of the economy. Increased maritime activity can stress sensitive marine and freshwater environments and increase the risk of maritime accidents. Improving the reliability and resilience of the MTS will decrease risks to the economy and the environment.

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

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

Growing challenges in the 21st century include the escalating demands on the water supply, as well as increasing demand for improved water and air quality. Changing water temperatures and poor air and water quality impact the Nation's ecosystems, with corresponding effects on fish and shellfish populations, as well as on the health of communities. NOAA combines predictive weather information with an understanding of weather, water, and climate to develop integrated predictions that can improve the health of ecosystems and communities.

PERFORMANCE RESULTS

In April 2013, NOAA completed deployment of the Dual Polarization (Dual Pol) capability across the Nation's Next Generation Weather Radar (NEXRAD) network of 158 Tri-Agency (Departments of Commerce, Transportation, and Defense) sites. Dual Pol data allow NWS's forecasters to better determine the type and intensity of precipitation. As a result, improved rainfall estimates, combined with decision support systems and forecasters training, lead to more accurate lead times for flood and flash flood warnings. In 2013, NWS completed training of 1,800 forecasters with warning responsibilities, ensuring effective use of this new data and the realization of immediate societal benefits. This outcome was reflected in the FY 2013 National Average Flash Flood Warning actual lead time of 66 minutes, exceeding the national Government Performance Requirements Act (GPRA) target goal of 58 minutes. This improvement allows those impacted to take appropriate action in order to limit the loss of life and property.

On July 25, 2013, NOAA upgraded its Weather and Climate Operational Supercomputing System (WCOSS). The WCOSS is the system on which NWS's suite of environmental prediction models, post processing, and product generation is run 24 hours a day, 7 days a week. The computing upgrades are a game changer for the public and private weather industry. In this first phase of a major supercomputing systems upgrade, capacity more than doubled, from about 70 trillion floating point operations per second (TeraFLOPS) to over 200. In addition to the benefits to NWS forecasters, the upgrade will provide its private sector partners with better information to empower them to enhance their services. Also, in August with the increased computing capacity, NOAA was able to fully utilize data from the Suomi National Polar-orbiting Partnership Satellite (SNPP).

NWS provided exceptional service before, during, and after an unprecedented extended episode of tornadoes, severe storms, and flooding that impacted the metropolitan area of Oklahoma City, OK, on May 19, 20, and 31, 2013. NWS meteorologists analyzed high-resolution computer models and provided Outlooks to hundreds of emergency managers and public safety officials. NWS issued 55 tornado warnings and hundreds of statements and social media posts for this area, with an overall tornado accuracy of 87 percent, false alarm ratio of 54 percent, and an average warning lead time of nearly 21 minutes, exceeding the national GPRA targets. A similar weather pattern developed again at the end of May, and NWS issued a Day 4 Outlook and subsequently a "Particularly Dangerous Situation" watch prior to thunderstorm development and more than two hours in advance of an EF-3 tornado touching down in El Reno, OK. The storm systems which caused these tornados also resulted in intense precipitation and associated flash flooding. During these events NWS also exceeded the 2013 GPRA goals for flash floods with an accuracy of 91 percent and 84 minutes of lead time for warnings compared to targets of 74 percent and 58 minutes respectively. Finally, the innovative use of social media by NWS staff helped spread the word in the days, hours, and minutes before the tornadoes, providing a continuous flow of critical, detailed information that helped people in the storms' paths make life-saving decisions.

SNPP instruments provide invaluable data for weather forecasting and environmental observations, and the Joint Polar Satellite System (JPSS) mission makes steady progress. In July, JPSS passed two Key Decision Points (KDP). KDP-C established the baseline confirming the JPSS-1 schedule and projected launch in 2017. KDP-I established a formal program baseline including the lifecycle cost and implementation schedule for the three satellites that comprise the JPSS Program (SNPP, JPSS-1, and JPSS-2) and their associated multi-mission ground segment, including operations, maintenance, and sustainment through FY 2025.

In FY 2013, NOAA released the 2012 *State of the Climate Report.* Worldwide, 2012 was among the 10 warmest years on record according to this report. The peer-reviewed report, with scientists from NOAA's National Climatic Data Center in Asheville, NC serving as lead editors, was compiled by 384 scientists from 52 countries—including many NOAA scientists. It provides a detailed update on global climate indicators, notable weather events, and other data collected by environmental monitoring stations and instruments on land, sea, ice, and sky.

The lessons learned from natural and man-made disasters over the past decade, such as the Deepwater Horizon oil spill, Superstorm Sandy, and Japan's tsunami marine debris, have shown that effective application of federal capabilities requires keen awareness and operational understanding of key products and services at every level of government. Data products include pre-hurricane imagery and digital elevation data and maps depicting wetlands loss along the coast. Much of the imagery and data for the major events was provided through NOAA's Digital Coast. Special guidance was posted to make users aware of the available recovery-related resources. As recovery progresses, resources accessible via the Digital Coast will help coastal communities envision and obtain a new future. The National Coastal Zone Management Program and National Estuarine Research Reserves are also coordinating closely with federal and other partners to bring the latest information, technical assistance, and geospatial and monitoring data to the recovery efforts.

As of late September 2013, nearly 820,000 adult fall Chinook salmon passed the Bonneville Dam on their way up the Columbia River to spawn. This is the most fall Chinook salmon to pass the dam in a single year since the dam was completed in 1938, and more than twice the 10-year average of about 390,000. While the National Marine Fisheries Service (NMFS) oceanographers predicted high returns in 2013 based on good ocean conditions in 2011, this year's higher count exceeds scientists' pre-season projections, and does not include approximately 90,000 generally smaller fish that returned from the ocean early. Several natural and human factors have likely contributed to the record returns, i.e., streamflow and passage improvements at the Columbia and Snake River dams as well as favorable ocean conditions and plentiful precipitation. These have led state officials to expand fishing seasons.

NOAA, in coordination with the regional fishery management councils, and with the cooperation of commercial and recreational fishermen, rebuilt the Southern tanner crab in the Bering Sea, Pink shrimp in the South Atlantic, the Sacramento River fall Chinook salmon, and the South Atlantic black sea bass. With cooperation from fishermen from North Carolina to Florida, South Atlantic black sea bass was rebuilt in just eight years, two years ahead of schedule, following implementation of conservation measures by NOAA in 2006. As a result, black sea bass catch levels more than doubled in 2013, increasing annual consumer surplus for recreational anglers, annual ex-vessel revenues for commercial fishermen, and annual profits for for-hire vessels. Overall, U.S. commercial and recreational landings, and the value of those landings, were the second-highest on record, with 9.6 billion pounds valued at $5.1 billion. These figures represent small decreases in pounds (2.3 percent) and value (3.2 percent) from 2011, which had the highest landings volume since 1997 and the highest value ever recorded. However, poundage and value continue to remain higher than the average of the preceding decade despite conservation measures to eliminate overfishing and rebuild stocks. In New England, these measures resulted in severe cuts in catch limits for some stocks. Recognizing the economic impact of these reductions, NOAA proactively implemented actions to

provide flexibility and additional fishing opportunities for the fishing industry, including re-opening some groundfish closed areas; creating exempted fisheries for spiny dogfish and skates; enabling a directed fishery for redfish; removing some trip limits for monkfish; and re-opening Georges Bank to calm fishing.

NOAA responded to more than 138 oil spills, chemical releases, and other threats this year, including the freight train derailment in Paulsboro, NJ and the Shell Drill Rig *Kulluk* grounding in the Gulf of Alaska. Working closely with the NWS Alaska Region and NOAA's Office of Response and Restoration (OR&R), the Office of Coast Survey regional navigation manager provided updated graphics of survey vintage and bathymetric data to provide support when the *Kulluk* was re-floated and transported to a port of refuge in Kiliuda Bay. The information minimized the environmental impacts. OR&R participated in 17 drills and conducted 49 trainings in FY 2013 for federal, state, local, and international responders this year, increasing scientific awareness and improving capabilities within the response community.

The following table shows the three-year results of key performance measures related to the Environment.

KEY PERFORMANCE MEASURES	FY 2011 Results	FY 2012 Results	FY 2013 Target	FY 2013 Results	FY 2013 Rating
Error in global measurement of sea surface temperature (NOAA)	0.51°C	0.56°C	0.50°C	0.66°C	Not Met
Fish stock sustainability index (FSSI) (NOAA)	587	606	617	618.5	Exceeded
Percentage of fish stocks with adequate population assessments and forecasts (NOAA)	57.4%	56.1%	57%	58.3%	Exceeded
Number of habitat acres restored (annual) (NOAA)	15,420	58,120	80,007	46,857	Not Met
Percentage of U.S. coastal states and territories demonstrating 20% or more annual improvement in resilience capacity to weather and climate hazards (NOAA)	43%	46%	40%	57%	Exceeded
Hydrographic survey backlog within navigationally significant areas (square nautical miles surveyed per year) (NOAA)	2,278	2,947	3,000	2,285	Not Met
Severe weather warnings for tornadoes – Lead time (minutes) (NOAA)	15	11	13	9	Not Met
Hurricane forecast track error (48 hours) (nautical miles) (NOAA)	71	69	83	103	Not Met
Severe weather warnings for flash floods (storm-based) – Lead time (minutes) (NOAA)	73	53	58	64	Exceeded
Winter storm warnings – Lead time (hours) (NOAA)	20	18	20	22	Exceeded

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

DATA

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

PUBLIC BENEFITS

In many ways the United States is a statistics driven society. The Nation depends on statistics provided by Census and BEA to plan financial and investment strategies, plan for economic (both national and international) expansion, provide funds to needy organizations, and anticipate population shifts that affect the demand for public funds. Information on demographics, including measures of the population, economy, and governments, assists entrepreneurs in identifying market opportunities that can generate jobs. Population estimates serve as a starting point for allocating federal, state, and local funds.

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

The Economic Census provides comprehensive, detailed, and authoritative facts about the structure of the U.S. economy ranging from the national to the local level. The Economic Census covers nearly 29 million business locations and 84 percent of the Nation's economic activity. The Census of Governments is the only source of comprehensive and uniformly classified data on the economic activities of state and local governments. The Census of Governments covers about 90,000 local governments, 12 percent of the gross domestic product (GDP) and nearly 14 percent of the U.S. workforce. The Demographic Surveys Sample Redesign program designs and selects samples for the major national household surveys. The Intercensal Demographic Estimates program provides updated estimates of the U.S. population for the country, states, counties, cities, and townships.

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

NTIS brings scientific and technical information to U.S. business and industry.

PERFORMANCE RESULTS

Census completed data collection through wave 15 of the 2008 Survey of Income and Program Participation (SIPP) panel, with an overall panel response rate continuing to remain above 60 percent into the fifth year of data collection. Data releases for the 2008 panel continued to proceed on schedule, with core data releases occurring well under a year after collection. Census milestones were met for the new 2014 re-engineered SIPP panel in 2014, including pioneering work to incorporate

administrative records data with household survey data in the SIPP program, and redesigning samples for all household surveys based on a continually updated Master Address File (MAF). Census consistently released Current Population Survey (CPS) controls in time for weighting monthly estimates. This is important because the CPS is the source of the monthly unemployment data for the United States, which is a leading economic indicator. Census also continued to expand the development of enhanced interactive Web tools for several demographic estimate areas and completed all FY 2013 key milestones for research and testing associated with improving race and Hispanic origin questions in censuses and surveys.

The 2020 Decennial Census program was re-scoped to respond to budget reductions in FY 2013. A new field-testing strategy was developed to focus on innovative solutions to lower the cost of the 2020 Census. The new testing strategy will: optimize self-response and maximize Internet response; use administrative records (information already provided to the government); re-engineer how Census manages field work (prioritizing field cases through adaptive design and reducing field work through automation); and implement targeted address canvassing (developing statistical models to produce estimates for coverage error).

Census released all the 3-year (2009-2011) and 5-year (2007-2011) American Community Survey (ACS) data and the 1-year 2012 ACS data products on schedule. In December 2012, the ACS began offering an Internet self-response option to survey respondents in an effort to become less intrusive, more technologically advanced, and more cost-efficient. Census completed all planned data products and evaluations for the 2010 Census, ending this 12-year program. The Geography Division launched the Geographic Support System Initiative Partnership Program, which resulted in the acquisition and evaluation of address and street centerline data from tribal, state, and local government partners (4,340 different governments). The Geography Division also improved address coverage in support of the 2020 Decennial Census.

In March 2013, Census published the revisions to the Foreign Trade Regulations in the Federal Register. The revised regulations provide for the collection of information needed by other government agencies with export control responsibilities. In addition, amendments were included to reflect new export reporting requirements and modify the post-departure filing program. The revised regulations took effect on April 5, 2014, allowing the trade time to adjust. Census began research on a model-based approach to producing annual estimates based on the quinquennial Survey of Business Owners in order to satisfy the demand for more frequent estimates of businesses by gender, race, and ethnicity.

BEA released the joint Federal Reserve Board/BEA Integrated Macroeconomic Accounts, and the BEA Fixed Asset Accounts, reflecting a comprehensive revision of the National Income and Product Accounts. Other important releases included: experimental statistics on Personal Consumption Expenditures and Quarterly GDP by state; and 2011-2012 GDP and related statistics for the U.S. territories of American Samoa and the U.S. Virgin Islands. BEA issued all 62 scheduled data releases on time.

NTIS continued the development of the improved, open environment version of the National Technical Reports Library (NTRL). It is built on open access repository infrastructure that will substantially increase discovery of federally funded Science, Technology, and Engineering Information (STEI) while maintaining the NTRL cost-recovery subscription model. Additionally, NTIS initiated a new service, Federal Science Repository Service (FSRS), which offers repository services to other federal agencies to assist in the collection and dissemination of the agencies' STEI and business information to its constituents and the public. NTIS has continued the Selected Research Services as a tailored information service that delivers electronic copies of government publications in 378 subject topics based on subscriber profiles.

The following table shows the three-year results of key performance measures related to Data.

KEY PERFORMANCE MEASURES	FY 2011 Results	FY 2012 Results	FY 2013 Target	FY 2013 Results	FY 2013 Rating
Release data products for key Census programs on time to support effective decision-making of policymakers, businesses, and the public (ESA/CENSUS)	● 100% of Economic Indicators released on time ● At least 90% of key prep activities completed on time	● 100% of Economic Indicators released on time ● At least 90% of key prep activities completed on time	● 100% of Economic Indicators released on time ● At least 90% of key prep activities completed on time	● 100% of Economic Indicators were released on time ● At least 90% of key prep activities were completed on time	Met
Percent of GDP estimates correct (ESA/BEA)	89%	87%	83%	84%	Exceeded

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

OPERATIONAL EXCELLENCE

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

PUBLIC BENEFITS

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

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

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

PERFORMANCE RESULTS

In FY 2013, the Department was ranked the 2nd Best Place to Work in the Federal Government out of 19 large federal agencies. In 2012, the Department ranked 4th. USPTO was ranked 1st out 300 agency subcomponents; USPTO was ranked 5th in 2012. The rankings are based upon the Best Places Index, which is calculated using three questions from the annual Federal Employee Viewpoint Survey (FEVS). Based on the 2013 FEVS results, the Department's index was 67.6, and USPTO's index was 84.4, 9.8, and 26.6 points higher than the government-wide index. Since the rankings were first launched in 2003, the government-wide index of 57.8 is the lowest exhibited in a given year. Yet, while many federal agencies are experiencing significant declines, the Department has managed to maintain steady levels of employee satisfaction, in times of lean federal budgets and resources.

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

In FY 2013, the OIG issued 20 audit and evaluation reports that highlighted major Departmental challenges and made recommendations to improve the Department's operations. The OIG identified $289.0 million in financial benefits in audit and evaluation recommendations, including $114.7 million from a review of NOAA's Geostationary Operational Environmental Satellite-R Series (GOES-R) program. The OIG issued several recommendations to improve information technology (IT) security, the management of risks in the acquisition and development of the next generation of environmental satellites, and on correcting deficiencies leading to budget reprogramming requests within NOAA. The OIG continued its proactive approach to monitoring BTOP by providing NTIA with recommendations to enhance its administration of a critical American Recovery and Reinvestment Act of 2009 (ARRA) program. On the investigative front, the OIG participated in criminal and civil cases that resulted in financial recoveries to the government totaling more than $72.5 million, as well as significant judicial and administrative actions. Among these successes were fines to two Japanese shipping companies of over $18.9 million, and an order to another firm to pay over $10.4 million in restitution, for price fixing of freight forwarding services. The OIG also processed 1,288 complaints via its hotline.

The following table shows the three-year results of key performance measures related to Operational Excellence.

KEY PERFORMANCE MEASURES	FY 2011 Results	FY 2012 Results	FY 2013 Target	FY 2013 Results	FY 2013 Rating
Contact Center – Customer satisfaction per quarter (Customer Service)[1]	New	New	90% approval rating	58% approval rating	Not Met
Web site – Number of unique visitors with quarter over quarter increase (Customer Service)[1]	New	New	529,200	497,700	Met
Web site – Customer satisfaction per quarter – Customer ability to complete purpose (Customer Service)[1]	New	New	70% approval rating	52% approval rating	Not Met
Web site – Customer satisfaction per quarter – customer experience (Customer Service)[1]	New	New	70% approval rating	66% approval rating	Met

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

1. Since BusinessUSA is a new program, it is still in the process of developing indicators that best reflect the program. These indicators were in place in FY 2013 and reflected FY 2013 performance. However, BusinessUSA is discontinuing them beginning in FY 2014, replacing them with indicators in line with the new Strategic Plan.

(continued)

(continued)

KEY PERFORMANCE MEASURES	FY 2011 Results	FY 2012 Results	FY 2013 Target	FY 2013 Results	FY 2013 Rating
Improve the management of information technology (Organizational Excellence)	• All IT investments within 10% of cost and schedule • Reviews completed • 89% completion rate • NCSD 3-10 did not receive funding	• 75% of major IT investments have cost/schedule overruns and performance shortfalls <10% • Conducted IT security compliance checks of all operating units • Trained Authorizing Officials and System Owners with quarterly workshops. Achieved greater than 85% of required security training for privileged users (role-based). • Currently at 50% of NCSD capabilities	• IT investments have cost/schedule overruns and performance shortfalls averaging <10% • Percentage of systems in production with valid Accreditation and Authorization (A&A) is 100% • Perform IT Security compliance review of all operating units and 30 assessments • Percentage of moderate/high impact systems with "top 5" security controls fully implemented is 100%	• On average, for its major IT investments in the development stage, the Department achieved its cost target of being within 10% variance (under budget) and was within a 25% schedule variance • 99% of systems in production with valid A&A • Conducted IT Security compliance review of all operating units and 34 assessments • Implemented 100% of moderate/high impact systems with "top 5" security controls	Met
Dollar value of financial benefits identified by the OIG (Organizational Excellence)	$47.8M	$175.8M	$70M	$361.5M	Exceeded
Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management (Organizational Excellence)	• Eliminated significant deficiency • Completed A-123 assessments	• Eliminated significant deficiency • Completed A-123 assessments	• Eliminate any significant deficiency within 1 year of determination that there is one • Complete FY 2013 A-123 assessment of internal controls	• Eliminated the material weakness, still two remaining significant deficiencies • Completed A-123 assessments	Not Met
Acquire and maintain diverse and highly qualified staff in mission-critical occupations (Workforce Excellence)	• Four mission-critical occupations • 83 days • 103 participants in leadership development • 382 participants in Careers in Motion	• 84 days • 122 participants in leadership development • 711 participants in Careers in Motion	• 80 days for completing hiring actions • 65 participants trained via leadership development programs • 5% of leadership development graduates promoted or selected for leadership positions	• 103 days • 92 participants trained via leadership development programs • 19% of leadership development graduates were promoted or selected for leadership positions	Exceeded

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

FY 2011 – 2013 PRIORITY GOALS

Priority Goals are a clear statement of the specific, measurable, ambitious near-term priority targets chosen by the senior leaders of major federal agencies. The Priority Goals communicate the performance improvements each agency is trying to accomplish relative to its priorities using existing legislative authority, previously appropriated funds, and funding at levels proposed in the President's FY 2013 Budget. The Priority Goals constitute the priority operational targets the agency will work to accomplish within 18 to 24 months of setting the targets. This distinguishes the Priority Goals from the longer-term targets agencies include in their strategic plans, and the full set of performance goals and measures agencies include in the annual plans and reports required by the Government Performance and Results Act (GPRA).

GOAL	**EXPAND MARKETS FOR U.S. EXPORTERS: By September 30, 2013, increase the annual number of new markets that current U.S. exporters enter with U.S. and Foreign Commercial Service (US&FCS) assistance by seven percent from 5,700 at the end of FY 2011 to 6,100 at the end of FY 2013.**
Bureau	**International Trade Administration (ITA)**
Performance Indicator	Annual number of new markets that current U.S. exporters enter with U.S. and Foreign Commercial Service (US&FCS) assistance
Description	The overall strategy laid out by ITA and US&FCS to achieve the priority goal has been to reach out to more U.S. companies with the intention of expanding into new markets. The specific components of this strategy included utilizing technology to deliver services and provide value-added assistance to clients. ITA (through US&FCS) targeted U.S. companies that are already in one or more markets and assisted these companies with the necessary customized assistance to penetrate new markets. ITA accomplished this by expanding its presence in priority sectors and markets where opportunities are greatest.
FY 2013 Target	6,121
FY 2013 Actual	6,024

GOAL	**INTELLECTUAL PROPERTY (IP) PROTECTION: Advance Commercialization of New Technologies by Reducing Patent Application Pendency and Backlog by September 30, 2013, first action and for final actions from the end of FY 2011 levels of 28.0 and 33.7 months respectively by the end of FY 2013, as well as the patent backlog.**		
Bureau	**U.S. Patent and Trademark Office (USPTO)**		
Performance Indicators	Average First Action Patent Pendency	Average Total Patent Pendency	Patent Backlog
Description	This measure tracks the timeliness of first office actions on patent applications, measuring the time in months from the application filing date to the date of mailing the first office actions.	This measure identifies the timeliness related to issuance of the patent or abandonment of the application, measuring the average time in months from the application filing date to the date of issue or abandonment.	This measure tracks the number of patent applications awaiting first action review by an examiner.
FY 2013 Target	18.0	30.1	566,800
FY 2013 Actual	18.2	29.1	584,998

GOAL	WEATHER READY NATION: Improve local weather warnings and lead times.
Bureau	National Oceanic and Atmospheric Administration (NOAA)
Performance Indicator	By September 30, 2013, the Department will improve local severe weather warnings, including achieving flash flood warning lead time of at least 58 minutes
Description	Major weather events have demonstrated the importance of hazard preparedness and response in the United States. The purpose of this priority goal is to enhance protection of life and property by improving severe weather warnings and lead times, including flash flood warning lead time. Flash flooding has become the deadliest form of severe weather in the United States over the past 70 years.
FY 2013 Target	58
FY 2013 Actual	66

GOAL	EXPAND BROADBAND SERVICE TO COMMUNITIES: By September 30, 2013, the Department will increase the Nation's broadband infrastructure developed through the Broadband Technology Opportunities Program (BTOP), from 29,000 miles at the end of FY 2011 to 100,000.			
Bureau	National Telecommunications and Information Administration (NTIA)			
Performance Indicators	Miles of broadband networks deployed (Infrastructure Projects)	Community anchor institutions connected (Infrastructure Projects)	New and upgraded public computer workstations (Public Computer Centers Projects)	New household and business subscribers to broadband (Sustainable Broadband Adoption Projects)
Description	BTOP funded projects that provide broadband service in unserved areas and enhance broadband service in under-served areas of the United States. The BTOP portfolio of projects initially included 123 infrastructure projects totaling $3.5 billion in federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. BTOP infrastructure projects are deploying a variety of technologies and approaches to enhance the Nation's broadband capabilities. This measure's target is the number of miles of network (e.g., fiber, microwave) deployed using BTOP funding. The American Recovery and Reinvestment Act (ARRA) provided all of BTOP's grants funding.	ARRA places a high priority on deploying and enhancing broadband capabilities for community anchor institutions such as libraries, hospitals, schools, and public safety entities. The BTOP portfolio of projects initially included 123 infrastructure projects totaling $3.5 billion in federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. This measure's target is the number of anchor institutions connected with new or improved broadband capabilities. ARRA provided all of BTOP's grants funding.	BTOP grants funded expansion of public computer center (PCC) capacity. The BTOP portfolio of projects initially included 66 PCC projects totaling $201 million in federal grant funds to provide access to broadband, computer equipment, computer training, job training, and educational resources to the public and specific vulnerable populations. This measure's target is the number of new and improved computer workstations funded through the BTOP PCC category of funding. ARRA provided all of BTOP's grants funding.	The BTOP portfolio of projects initially included 44 sustainable broadband adoption (SBA) projects totaling $250.7 million in federal grant funds to support innovative projects that promote broadband adoption, especially among vulnerable population groups where broadband technology traditionally has been underutilized. This measure's target is the number of new household and business subscribers to broadband generated by projects funded through the BTOP SBA category of funding, as reported by awardees.
FY 2013 Target	100,000	18,000	37,500	600,000
FY 2013 Actual	111,400	20,332	46,327	628,314

FY 2014 – 2015 PRIORITY GOALS

The Department has established the following Priority Goals for FY 2014 – 2015.

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

2. By September 30, 2015, the Department will reduce patent pendency for first action and total pendency from the end of FY 2012 levels of 21.9 and 32.4 months to 15.7 and 26.4 months; as well as reduce the unexamined patent application backlog of 608,283 to 534,900. Additionally, the patent quality composite score will be improved from 72.4 percent to 100 percent of the FY 2015 target. (USPTO)

3. By September 30, 2015, the Department will increase the Nation's broadband infrastructure developed through the Broadband Technology Opportunities Program (BTOP) from 78,120 miles at the end of FY 2012 to 118,000 miles. When this goal is achieved, BTOP will connect 23,500 community anchor institutions and will add 670,000 new household and business subscribers to broadband service. (NTIA)

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

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

FINANCIAL HIGHLIGHTS

SUMMARY OF FINANCIAL POSITION

(Dollars In Thousands)	Percentage Change	FY 2013	FY 2012
As of September 30, 2013 and 2012			
Condensed Balance Sheets:			
ASSETS:			
Fund Balance with Treasury	-7%	$ 18,002,497	$ 19,261,281
General Property, Plant, and Equipment, Net	+11%	11,103,844	10,000,512
Direct Loans and Loan Guarantees, Net	-6%	533,692	570,348
Other	-32%	398,278	587,406
TOTAL ASSETS	**-0.1%**	**$ 30,038,311**	**$ 30,419,547**
LIABILITIES:			
Unearned Revenue	+5%	$ 1,461,122	$ 1,386,503
Federal Employee Benefits	+5%	897,191	851,211
Accounts Payable	+13%	513,815	452,901
Accrued Grants	-16%	536,711	635,856
Debt to Treasury	+4%	575,603	554,281
Accrued Payroll and Annual Leave	-19%	467,706	580,715
Other	+30%	314,082	241,846
TOTAL LIABILITIES	**+1%**	**$ 4,766,230**	**$ 4,703,313**
NET POSITION:			
Unexpended Appropriations	-20%	$ 5,340,879	$ 6,716,434
Cumulative Results of Operations	+5%	19,931,202	18,999,800
TOTAL NET POSITION	**-2%**	**$ 25,272,081**	**$ 25,716,234**
TOTAL LIABILITIES AND NET POSITION	**-0.1%**	**$ 30,038,311**	**$ 30,419,547**
For the Years Ended September 30, 2013 and 2012			
Condensed Statements of Net Cost:			
Theme 1: Economic Growth Net Program Costs	-29%	$ 2,778,159	$ 3,902,083
Theme 2: Science and Information Net Program Costs	-0.4%	3,619,659	3,635,663
Theme 3: Environmental Stewardship Net Program Costs	-3%	2,089,217	2,144,275
TOTAL NET COST OF OPERATIONS[1]	**-12%**	**$ 8,487,035**	**$ 9,682,021**
Total Gross Costs	-7%	$ 12,056,144	$ 13,018,305
Less: Total Earned Revenue	7%	(3,569,109)	(3,336,284)
Total Net Cost of Operations	**-12%**	**$ 8,487,035**	**$ 9,682,021**

1. Net cost data is presented in the structure of the FY 2011 – 2016 Strategic Plan. New goal groups were created for the new FY 2014 – 2018 Strategic Plan. The FY 2014 report will follow the new structure.
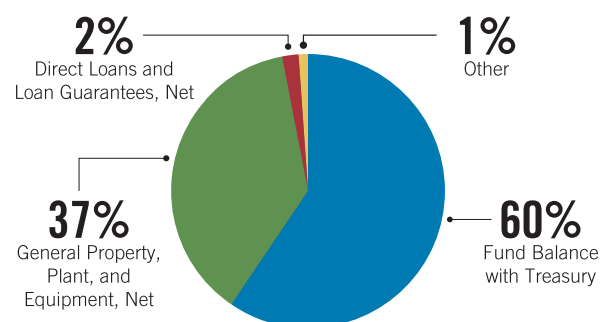
ANALYSIS OF FY 2013 FINANCIAL CONDITION AND RESULTS

Assets

The Department had total assets of $30.04 billion as of September 30, 2013. This represents a decrease of $381 million or 0.1 percent over total assets of $30.42 billion as of September 30, 2012. Fund Balance with Treasury decreased $1.26 billion or 7 percent, from $19.26 billion to $18.00 billion, primarily due to a $959 million decrease in NTIA's Broadband Technology Opportunities Program (BTOP) under the American Recovery and Reinvestment Act (ARRA) and also due to EDA receiving a disaster relief and emergency assistance appropriation of $200 million in FY 2012 but not in FY 2013. General Property, Plant and Equipment, Net of accumulated depreciation increased $1.10 billion or 11 percent, from $10.00 billion to $11.10 billion. Other Assets decreased by $189 million or 32 percent, from $587 million to $398 million, primarily due to a decrease in Intragovernmental Advances and Payments. Other Assets also decreased in Accounts Receivable with the Public mainly resulting from a decrease in NOAA Accounts Receivable from an oil company for restoration activities in response to the 2010 Deepwater Horizon oil spill.
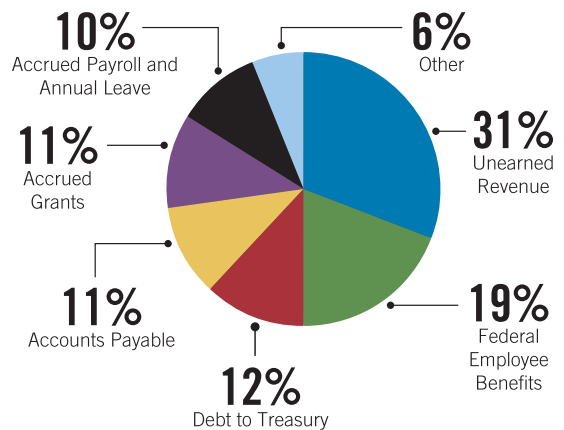
COMPOSITION OF THE DEPARTMENT'S ASSETS AT SEPTEMBER 30, 2013

2% Direct Loans and Loan Guarantees, Net — 1% Other — 60% Fund Balance with Treasury — 37% General Property, Plant, and Equipment, Net

Liabilities

The Department had total liabilities of $4.77 billion as of September 30, 2013, representing an increase of $63 million or 1 percent as compared to total liabilities of $4.70 billion at September 30, 2012. Environmental and Disposal Liabilities increased by $97 million or 161 percent, from $60 million to $157 million, primarily due to a Prior Period Adjustment of $93 million to record the FY 2013 beginning liability balance for asbestos-related cleanup costs for NIST and NOAA. Unearned Revenue increased $75 million or 5 percent, from $1.39 billion to $1.46 billion, and represents the portion of monies received from customers for which goods and services have not been provided or rendered by the Department. Accounts Payable increased by $61 million or 13 percent, from $453 million to $514 million, primarily due to an increase in NOAA Accounts Payable With the Public largely resulting from improvements

COMPOSITION OF THE DEPARTMENT'S LIABILITIES AT SEPTEMBER 30, 2013

- 10% Accrued Payroll and Annual Leave
- 6% Other
- 31% Unearned Revenue
- 11% Accrued Grants
- 11% Accounts Payable
- 12% Debt to Treasury
- 19% Federal Employee Benefits

to its accrual methodology. Federal Employee Benefits Liability increased $46 million or 5 percent, from $851 million to $897 million, and is composed of the actuarial present value of projected benefits for the NOAA Corps Retirement System ($612 million), the NOAA Corps Post-retirement Health Benefits ($42 million), and the Department's Actuarial Federal Employees Compensation Act Liability ($243 million). Debt to Treasury increased $21 million or 4 percent, from $554 million to $576 million, and at September 30, 2013 includes $525 million borrowed for NOAA's direct loan programs, and $51 million borrowed for NTIA's Public Safety Trust Fund and State and Local Implementation Fund. Accrued Payroll and Annual Leave decreased by $113 million or 19 percent, from $581 million to $468 million, due to a significant reduction in the number of days accrued. Accrued Grants decreased by $99 million or 16 percent, from $636 million to $537 million, and relates to a diverse array of financial assistance programs and projects, including EDA's accrued grants of $406 million for its economic development assistance funding to state and local governments. Other Liabilities increased by $72 million (30 percent), from $242 million to $314 million at September 30, 2013 and primarily includes Environmental and Disposal Liabilities ($157 million), Accrued FECA Liability ($36 million), Accrued Benefits ($31 million), ITA's Foreign Service Nationals' Voluntary Separation Pay Liability ($12 million), Resources Payable to Treasury ($11 million), and Capital Lease Liabilities ($7 million).
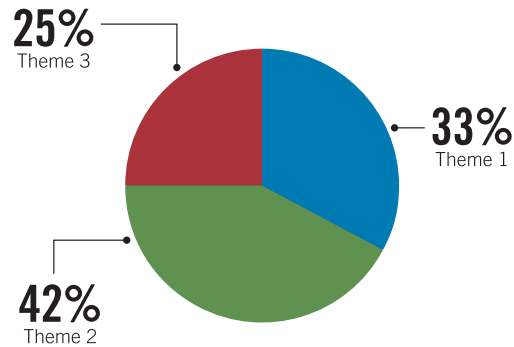
Financing Sources

The Department's Financing Sources are traditionally obtained primarily from Appropriations Received, Net of Reductions. Appropriations Received, Net of Reductions decreased $145 million or 2 percent, from $7.88 billion for FY 2012 to $7.73 billion for FY 2013, mainly due to funding decreases of $560 million resulting from significant sequestrations in budgetary resources as well as from across-the-board rescissions of 1.877 percent and 0.2 percent in certain discretionary accounts. These decreases were offset by $326 million of appropriations received by NOAA in FY 2013 as a result of the Hurricane Sandy supplemental appropriation, for Hurricane Sandy recovery and other disaster-related activities. Other typical Financing Sources include net transfers to and from other federal agencies without reimbursement, and imputed financing sources from costs absorbed by other federal agencies. Other Financing Sources decreased $230 million or 56 percent, from $414 million to $183 million, mainly due to a decrease of $239 million in NOAA Transfers In/Out without Reimbursement, Net with the National Aeronautics and Space Administration related to a satellite.

Net Cost of Operations

In FY 2013, the Department's Net Cost of Operations amounted to $8.49 billion, which consists of Gross Costs of $12.06 billion less Earned Revenue of $3.57 billion.

Theme 1, *Economic Growth*, with Net Program Costs of $2.78 billion for the Department (Gross Costs of $5.67 billion less Earned Revenue of $2.90 billion), is related to enabling economic growth through innovation and entrepreneurship, market development and commercialization, and trade promotion and compliance. Theme 1 includes Net Program Costs of $(226) million (Gross Costs of $2.49 billion less Earned Revenue of $2.72 billion) for USPTO patents and trademark programs. Theme 1 also includes Net Program Costs of $665 million (Gross Costs of $728 million less Earned Revenue of $63 million) for NIST's Measurement and Standards Laboratories. NTIA's programs and activities also support Theme 1, with Net Program Costs of $1.05 billion (Gross Costs of $1.07 billion less Earned Revenue of

NET PROGRAM COSTS BREAKDOWN BY THEME FY 2013

25% Theme 3

33% Theme 1

42% Theme 2

$22 million), including $974 million of Gross Costs for BTOP – ARRA. ITA's programs and activities also support Theme 1, with Net Program Costs of $456 million (Gross Costs of $478 million less Earned Revenue of $22 million). Theme 1 also includes Net Program Costs of $418 million (Gross Costs of $430 million less Earned Revenue of $12 million) for EDA. The Theme 1 decrease in FY 2013 Net Program Costs over FY 2012 of $1.12 billion or 29 percent, from $3.90 billion to $2.78 billion, is primarily due to a decrease in Gross Costs of $681 million for NTIA's BTOP – ARRA as grant costs are decreasing significantly as the program progresses; a decrease in Gross Costs of $260 million for NTIA's Digital Television Transition and Public Safety Fund as programs under this fund are winding down; and an increase in Earned Revenue of $293 million for USPTO due to increased fee rates implemented as a result of the Leahy-Smith America Invents Act of 2011.

Theme 2, *Science and Information*, with Net Program Costs of $3.62 billion for the Department (Gross Costs of $4.14 billion less Earned Revenue of $523 million), includes Net Program Costs of $2.38 billion (Gross Costs of $2.50 billion less Earned Revenue of $125 million) for NOAA's programs and activities related to (1) improving weather, water quality, and climate reporting and forecasting; and (2) enabling informed decision-making through an expanded understanding of the U.S. economy, society, and environment by providing data, standards, and services. NOAA develops and procures satellite systems, aircraft, and ships to provide information to determine weather patterns and predict weather forecasts. Census also supports Theme 2, with Net Program Costs of $1.10 billion (Gross Costs of $1.43 billion less Earned Revenue of $329 million). Theme 2 Net Program Costs decreased slightly by $16 million or 0.4 percent, from $3.64 billion in FY 2012 to $3.62 billion in FY 2013.

Theme 3, *Environmental Stewardship*, with Net Program Costs of $2.09 billion for the Department (Gross Costs of $2.24 billion less Earned Revenue of $150 million), includes Net Program Costs of $2.05 billion (Gross Costs of $2.21 billion less Earned Revenue of $148 million) related to NOAA's efforts to promote economically-sound environmental stewardship and science, including developing sustainable and resilient fisheries, habitats, and species; supporting climate adaption and mitigation; and supporting coastal communities that are environmentally and economically sustainable. Theme 3 Net Program Costs decreased slightly by $55 million or 3 percent, from $2.14 billion to $2.09 billion.

Selected Budgetary Information

The Department's Obligations Incurred slightly increased by $117 million or 1 percent, from $12.24 billion in FY 2012 to $12.35 billion in FY 2013. Outlays, Gross decreased by $977 million or 7 percent, from $14.75 billion to $13.78 billion. The decrease in Outlays, Gross is primarily due to a decrease of $627 million in Outlays, Gross under NTIA's BTOP – ARRA, from $1.59 billion to $962 million, mainly due to a decrease in payments to grantees for prior years' unpaid obligations. The decrease in Outlays, Gross is also due to a decrease of $199 million in Outlays, Gross under NTIA's Digital Television Transition and Public Safety Fund, from $220 million to $21 million, as programs under this fund are winding down.

SUMMARY OF FINANCIAL MANAGEMENT AUDIT AND MANAGEMENT ASSURANCES

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

Table 1. Summary of Financial Statement Audit

- **Audit Opinion:** • Unqualified
- **Restatement:** • No

Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
NOAA Financial Management Oversight	1	0	1	0	0
Total Material Weaknesses	1	0	1	0	0

Table 2. Summary of Management Assurances

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

REPORT ON AUDIT FOLLOW-UP

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

SUMMARY OF ACTIVITY ON AUDIT REPORTS
JUNE 1, 2012 THROUGH MAY 31, 2013

	DISALLOWED COSTS[1]		FUNDS TO BE PUT TO BETTER USE[2]		NONMONETARY REPORTS[3]	TOTAL
	NUMBER OF REPORTS	DOLLARS	NUMBER OF REPORTS	DOLLARS	NUMBER OF REPORTS	REPORTS
Beginning Balance	20	$ 28,822,087	3	$ 709,996	27	50
New Reports	25	17,846,288	7	64,942,838	24	56
Total Reports	45	46,668,375	10	65,652,834	51	106
Reports Closed	(14)	(8,617,789)	(3)	(300,501)	(23)	(40)
Ending Balance	31	$ 38,050,586	7	$ 65,352,333	28	66

1. Disallowed costs are questioned costs that management has sustained or agreed should not be charged to the government.
2. "Funds to be Put to Better Use" refers to any management action to implement recommendations where funds should be applied to a more efficient use.
3. Includes management, contract, grant, loan, and financial statement audits with nonmonetary recommendations.

INDEPENDENT AUDITORS' REPORT

Summary

Appearing in the Department's FY 2013 Agency Financial Report (AFR), in its audit of the Department, KPMG stated that:

"In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the U.S. Department of Commerce as of September 30, 2013 and 2012, and its net costs, changes in net position, and budgetary resources for the years then ended, in accordance with U.S. generally accepted accounting principles.

As discussed in Note 1.C to the consolidated financial statements, in 2013 the Department adopted Statement of Federal Financial Accounting Standards No. 43, *Funds from Dedicated Collections: Amending Statement of Federal Financial Accounting Standards No. 27, Identifying and Reporting Earmarked Funds*. The 2012 consolidated financial statements have been restated for the retrospective application of the new accounting guidance. Our opinion is not modified with respect to this matter.

As discussed in Note 13 to the consolidated financial statements, in 2013 the Department adopted *Technical Bulletin 2006-1, Recognition and Measurement of Asbestos-related Cleanup Costs*. Our opinion is not modified with respect to this matter.

As discussed in Note 7 to the consolidated financial statements, in 2013 the Department has elected to change its method of accounting for the completion of satellites. Our opinion is not modified with respect to this matter."
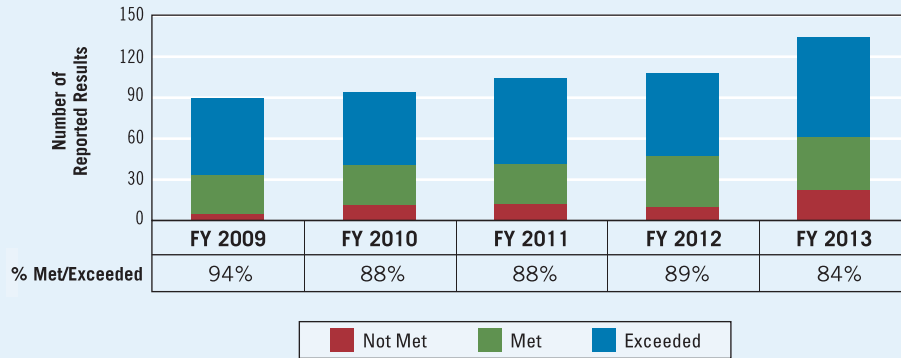
In its audit of the Department, KPMG:

- determined that the financial statements were fairly presented in all material respects and in conformity with U.S. generally accepted accounting principles;

- identified two significant deficiencies in internal control over financial reporting related to accounting for NOAA's property and controls over information technology access, configuration management, and segregation of duties;

- reported that potential Antideficiency Act compliance matters at NOAA, the Census Bureau, and the Department are under review; and

- identified no instances in which the Department's financial management systems did not substantially comply with the requirements of the Federal Financial Management Improvement Act of 1996.
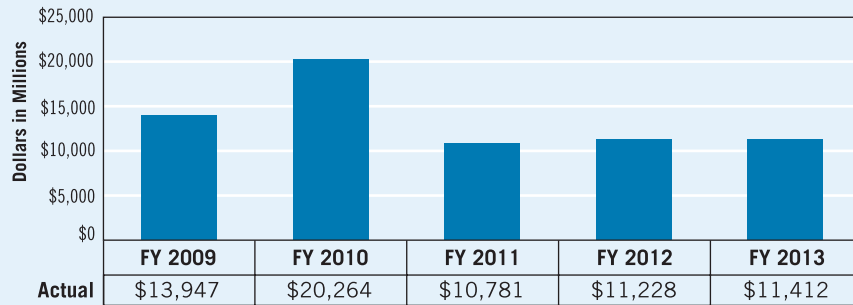
The full text of this independent auditors' report can be found in the Department's FY 2013 AFR, located at *http://www.osec.doc.gov/ofm/OFM_Publications.html*.

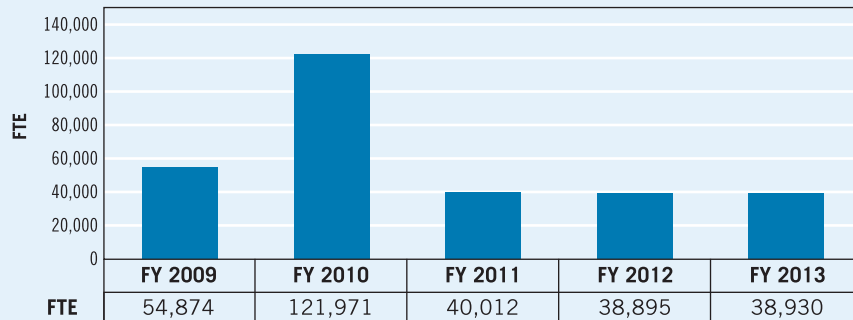# FIVE YEAR HISTORY OF PERFORMANCE, FUNDING, AND FTE

PERFORMANCE RESULTS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
% Met/Exceeded	94%	88%	88%	89%	84%

Legend: Not Met, Met, Exceeded

Y-axis: Number of Reported Results (0, 30, 60, 90, 120, 150)

OBLIGATIONS[1]

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Actual	$13,947	$20,264	$10,781	$11,228	$11,412

Y-axis: Dollars in Millions ($0, $5,000, $10,000, $15,000, $20,000, $25,000)

[1] These amounts primarily reflect direct discretionary obligations and do not include mandatory obligations and certain reimbursable obligations. They focus on the amounts used to achieve performance targets. This differs from the financial reporting of obligations which includes mandatory obligations and all reimbursable obligations.

FULL-TIME EQUIVALENT (FTE)

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FTE	54,874	121,971	40,012	38,895	38,930

Y-axis: FTE (0, 20,000, 40,000, 60,000, 80,000, 100,000, 120,000, 140,000)

DEPARTMENT OF COMMERCE WEB ADDRESSES

FOR PLANNING AND PERFORMANCE

Department of Commerce / Departmental Management
http://www.commerce.gov/
http://www.osec.doc.gov/bmi/budget/

Department of Commerce documents including Strategic Plan, Performance and Accountability Reports, Congressional Budget Justifications and Budget-in-Briefs

Office of Inspector General
http://www.oig.doc.gov/

Economic Development Administration
Annual Reports
http://www.eda.gov/annualReports/

International Trade Administration
Strategic Plan
http://trade.gov/pdfs/ITA_stratplan2007.pdf

Bureau of Industry and Security
Annual Report
http://www.bis.doc.gov/

Minority Business Development Agency
Portal/Annual Report
http://www.mbda.gov

Economics and Statistics Administration
http://www.esa.doc.gov/

Bureau of Economic Analysis
http://www.bea.gov

◆ BEA's Mission, Vision, Values, and Role
http://bea.gov/about/mission.htm

◆ BEA Strategic Plan for FY 2012 – FY 2016
http://www.bea.gov/about/pdf/BEA%20strategic_plan%202012-2016.pdf

◆ Release Dates for 2013
http://www.bea.gov/newsreleases/2013rd.htm

Census Bureau
http://www.census.gov

National Oceanic and Atmospheric Administration
Strategic Planning and Performance
http://www.ppi.noaa.gov/about-us/

National Telecommunications and Information Administration
Annual Reports
http://www.ntia.doc.gov/ntiahome/annreports.html

U.S. Patent and Trademark Office
http://www.uspto.gov

◆ Performance and Accountability Report
http://www.uspto.gov/web/offices/com/annual/

◆ President's Budget and Strategic Plan
http://www.uspto.gov/web/offices/ac/comp/budg/index.html

National Institute of Standards and Technology
http://www.nist.gov/index.html

◆ NIST Performance Evaluation
http://www.nist.gov/director/planning/impact_assessment.cfm

◆ NIST Planning
http://www.nist.gov/director/planning/planning.cfm

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For additional copies of the FY 2013 Summary of Performance and Financial Information and FY 2014 – 2015 Performance Plans, please contact the Department of Commerce, Office of Budget, 202-482-4648, or refer to the people noted above under Departmental Management.