

U.S. DEPARTMENT OF COMMERCE



CITIZENS' REPORT

Summary of Performance and Financial Results



THE DEPARTMENT AT A GLANCE

The fiscal year (FY) 2012 Department of Commerce Citizens' Report provides a summary of the Department's budget, financial and performance information. It is designed to assist Congress and the general public in understanding the Department and its role within American society by providing a short succinct picture of the Agency.

EMPLOYEES AND LOCATION

The Department is headquartered in Washington, D.C., at the Herbert Clark Hoover Building and employed approximately 45,000 employees as of September 30, 2012. The Department also has field offices in all states and territories and maintains offices in more than 86 countries worldwide. The following map shows the number of employees in each state.

STRATEGIC THEMES

Programmatic Themes: Economic Growth, Science and Information, and Environmental Stewardship

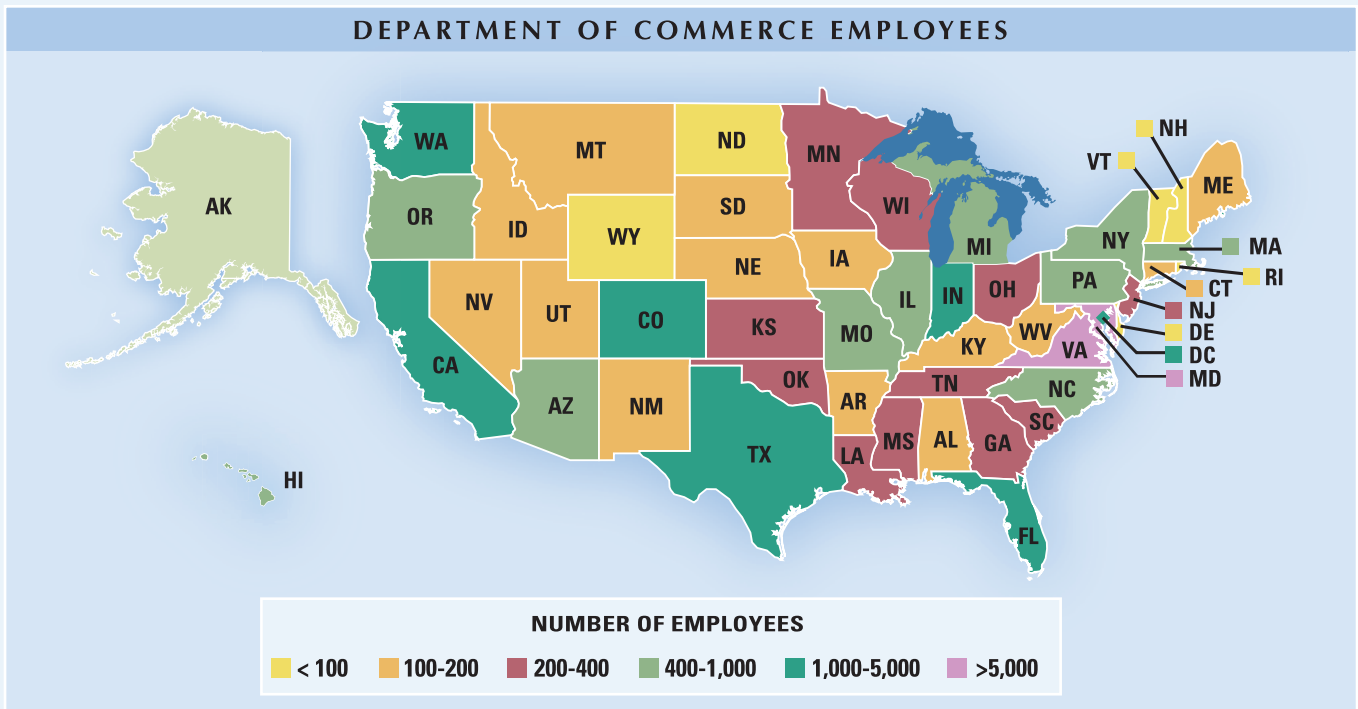
Management Themes: Customer Service, Organizational Excellence, and Workforce Excellence

FINANCIAL RESOURCES

The Department's FY 2012 budget was approximately \$7.8 billion (budget authority)

INTERNET

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



STATEMENT FROM THE ACTING SECRETARY



I am pleased to present the Department of Commerce's Fiscal Year (FY) 2012 Summary of Performance and Financial Report. This report highlights the Department's accomplishments and the challenges we faced in FY 2012 and provides information on our financial management and performance. The Department helps make U.S. businesses more innovative for economic growth and opportunity. Every day, the Department promotes innovation, entrepreneurship, competitiveness, and stewardship informed by world-class scientific research and information. The Department achieves its mission through its 13 bureaus in partnership with U.S. businesses.

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

Our FY 2012 accomplishments and challenges are highlighted within the three programmatic themes of our strategic plan: Economic Growth, Science and Information, and Environmental Stewardship.

Economic Growth

Along with strengthening the U.S. economy through export promotion efforts, ITA made strong progress in protecting U.S. industries and workers against unfair trade practices. In FY 2012, ITA issued 260 antidumping (AD) and countervailing duty (CVD) determinations covering a wide variety of products, helping provide U.S. businesses, workers, and farmers the opportunity to compete on a level playing field. ITA also successfully strengthened trade enforcement by making important regulatory reforms, strengthening its duty collection cooperation with U.S. Customs and Border Protection, and working with Congress to enact legislation reaffirming the Department's ability to apply the CVD law to imports from market and non-market economies alike. ITA also successfully helped U.S. firms overcome 89 trade barrier cases in 45 different countries that directly benefitted U.S. industry and competitiveness. ITA continued to make promoting exports a priority and assisted approximately 19,000 companies with export transactions worth over \$103 billion. ITA also continued to assist small and medium-sized businesses to compete globally with programs like the Market Development Cooperator Program. On average, every government award dollar invested in this program has generated \$258 of exports.

In FY 2012, EDA continued to develop, implement, and lead successful efforts to coordinate federal resources and streamline processes and procedures for both grant application requirements and post-award grant administration. EDA championed several interagency funding competitions in FY 2012, including the Rural Jobs and Innovation Accelerator Challenge: the Strong Cities, Strong Communities Visioning Challenge; and the Advanced Manufacturing Jobs and Innovation Accelerator Challenge. The Rural Jobs and Innovation Accelerator Challenge leveraged the resources of the EDA, U.S. Department of Agriculture, Appalachian Regional Commission, and Delta Regional Authority to support the development and implementation of locally driven economic development strategies that foster the development of clusters and accelerate the benefits of regional innovation cluster-based economic development, focusing on economically distressed rural communities. The Advanced Manufacturing Jobs and Innovation Accelerator Challenge, a collaboration with EDA, NIST, the U.S. Department of Energy, the U.S. Department of Labor, and the U.S. Small Business Administration, provided funding to assist the development and implementation of regionally driven economic development strategies that will support advanced manufacturing and cluster development. The goal is to create jobs, grow the economy, and enhance the competitiveness of U.S. manufacturers in the global marketplace. The Strong Cities, Strong Communities Visioning Challenge leveraged the U.S. Department of Housing and Urban Development's resources and philanthropic networks to provide funding for cities to conduct economic planning competitions, in which financial prizes are used to incentivize the submission of community-led, bottom-up economic development plans. EDA also conducted a third i6 Challenge in FY 2012, a national competition to accelerate innovative product development, spur the formation of start-ups, and create small businesses by supporting Proof of Concept Centers at universities and research consortiums across the country. Lastly, EDA received an appropriation of \$200 million to support long-term economic recovery and infrastructure support in communities that received a major disaster designation in FY 2011. To ensure that these resources began to be disbursed as rapidly and effectively as possible, EDA developed a streamlined application process that allows for an expeditious review and evaluation.

MBDA promoted the ability of minority businesses to succeed in the local, national, and global economies. MBDA continued its upward trend of increasing contract and financial awards, which rose from \$1.6 billion in FY 2005 to \$2.7 billion in FY 2012. One of MBDA's goals is to increase the number of new job opportunities. In that regard, MBDA has increased the number of new jobs created from 2,270 in FY 2005 to 5,331 in FY 2012.

BIS's mission is to advance U.S. national security, foreign policy, and economic objectives by ensuring an effective export control and treaty compliance system and by promoting continued U.S. strategic technology leadership. BIS is currently assisting to implement the President's long-term goals of the Export Control Reform (ECR) Initiative. On March 7, 2012, the Administration officially opened two new national, multi-agency centers to improve how the U.S. government administers its export control system: the Export Enforcement Coordination Center (E2C2) and the Information Triage Unit (ITU). The E2C2 is responsible for enhanced information sharing and coordination between law enforcement and intelligence officials regarding possible violations of U.S. export controls laws. The ITU, housed at the Department, is responsible for assembling and disseminating relevant information, including intelligence, upon which to base informed decisions on proposed export licenses. As part of the ECR implementation process, BIS has published 12 proposed rules, in conjunction with proposed rules published by the State Department, in FY 2012. State's proposed rules seek public comment on the revision of State's U.S. Munitions List (USML) into a positive, objective list, and BIS's proposed rules seek public comment on the transfer of tens of thousands of low level military items, primarily parts and components, from the USML to the more flexible export control system administered by BIS.

As a non-regulatory agency in the Department, an experienced partner of industry, and the federal research agency specifically focused on promoting U.S. economic competitiveness, NIST is well-positioned to accelerate and promote innovation and advanced technologies through its Laboratory Programs and its Innovation and Industry Services Programs. NIST addressed critical national needs and emerging challenges in a wide variety of industry sectors, including energy, cybersecurity, manufacturing, healthcare, cyberphysical systems, biotechnology, and nanotechnology. Two new advanced laboratories for high-precision science and measurements opened at NIST and JILA, a joint venture of NIST and the University of Colorado at Boulder, to support technology, innovation, economic growth, and the training of future scientists. In the area of manufacturing, NIST established the Advanced Manufacturing National Program Office to enable more effective collaboration in identifying and addressing challenges

and opportunities that span technology areas and cut across agency missions. NIST also established the National Cybersecurity Center of Excellence, a public-private collaboration for accelerating the widespread adoption of integrated cybersecurity tools and technologies. In the area of energy, NIST unveiled the Net-Zero Energy Residential Test Facility, a new laboratory designed to demonstrate that a typical-looking suburban home for a family of four can generate as much energy as it uses in a year. In support of forensic science, NIST published a revised biometric standard that vastly expands the type and amount of information that forensic scientists can share across their international networks to identify victims or solve crimes. NIST also published two new documents on cloud computing that provide guidance for understanding the cloud computing standards and categories of cloud services that industry and government can use. To strengthen the competitiveness of our Nation's domestic manufacturing base, the NIST Hollings Manufacturing Extension Partnership (MEP) provided a range of tools and services focused on the adoption of new technologies, exporting strategies, and workforce retention which supported its clients, primarily small manufacturers, in generating \$2.5 billion in increased sales, \$2.5 billion in capital investment, and \$900 million in cost savings during FY 2011.

NTIA spent much of FY 2012 implementing the key spectrum and FirstNet provisions from the Middle Class Tax Relief and Job Creation Act of 2012, which President Obama signed into law in February. Creating an independent authority charged with establishing a nationwide wireless broadband public safety network is certainly uncharted territory. When complete, it will enable police, firefighters, emergency services personnel, and others in public safety to better communicate with one another during emergencies, improving response time, keeping communities safe, and saving lives. In August, I appointed 12 of the Nation's leading experts on public safety and wireless broadband communications to serve on the Board of the First Responder Network Authority (FirstNet).

USPTO has accelerated the patent examination process while building in new quality control measures. USPTO reduced its unexamined utility patent application backlog to the lowest it has been in more than five years. USPTO expects to reach its optimal inventory goal in the near future. USPTO implemented critical provisions of the America Invents Act (AIA), the most significant reform to patent law in 60 years. In July 2012, USPTO opened its first ever satellite office, the Elijah J. McCoy Satellite Office in Detroit, MI. The office will function as a hub of innovation and creativity, helping protect and foster U.S. innovation in the global marketplace, helping businesses cut through red tape, and creating new economic opportunities in its local community. USPTO increased engagement with its trademark stakeholder community through a series of roundtables, while extending educational outreach to the small business and entrepreneurial community. USPTO continues to maintain consistent first office action trademark pendency figures within the planned target range. USPTO is implementing an aggressive multi-year plan to upgrade its information technology (IT) infrastructure by stabilizing its aging data center and networks, updating automated IT systems, and migrating to "cloud" computing. USPTO has been active in the World Intellectual Property Organization (WIPO), playing a key role in the signing of the WIPO Audiovisual Performances Treaty in Beijing, China.

Science and Information

ESA continues to upgrade the quality and availability of critical economic and demographic information for policymakers, business leaders, and the public. In January 2012, the Office of the Chief Economist released a comprehensive report on *The Competitiveness and Innovative Capacity of the United States*. This report was mandated as part of the America COMPETES Reauthorization Act of 2010, which was signed into law by President Obama in January 2011. The report has informed the debate on innovation and competitiveness by quantifying and understanding the relationship between investments in manufacturing and workforce education, research and development, export growth, and intellectual property protections in support of America's economic competitiveness and innovative capacity. Further, this effort has advanced accessibility to, and broad dissemination of, this vital information.

The Census Bureau released all 2010 Decennial Census data products scheduled for FY 2012. These products provided the most detailed information available so far from the 2010 Census about every community's entire population, including cross-tabulations of age, sex, households, families, relationship to householder, housing units, detailed race and Hispanic or Latino

origin groups, and group quarters. In FY 2012, the Census Bureau released over 200 economic reports, including 120 principal economic indicators. The Census Bureau released its first-ever mobile application, "America's Economy," which provides real-time updates for 16 key economic indicators on the U.S. economy. In addition, the Census Bureau released a new report on the ownership characteristics of U.S. exporting firms, "Ownership Characteristics of Classifiable U.S. Exporting Firms: 2007." The report provides new insights on the ownership and performance of U.S. exporting firms by gender, ethnicity, race, and veteran status.

In FY 2012, BEA sought to maintain and improve the relevance and usefulness of its economic accounts. This year, BEA emphasized new or alternate statistics as an important avenue toward that goal. As part of this emphasis, BEA organized joint meetings of the International Association for Research in Income and Wealth and the National Bureau of Economic Research's Conference on Research in Income and Wealth, which provided a unique forum for statistical officials and experts from around the world to present new research findings on topics related to national accounting, well being, and income distribution. BEA also developed new statistics on the distribution of household income and consumption that will provide decisionmakers with a better understanding of the differential impact of the current economic struggle across households, industries, and regions. The creation of a new linked dataset that combines data on cross-border trade in services with data on operations of multinational companies can answer myriad questions, such as about the characteristics of firms that trade in services and the patterns of international trade in research and development. In keeping with BEA's goal to make its statistics more widely available and its Web site easier to use, BEA made significant improvements to the content of regional and international statistics that are available through interactive tables on the bea.gov Web site. BEA launched the new "BEABlog" to augment its means of communicating with customers.

NOAA continued to keep citizens informed about their changing environment. From daily weather forecasts, severe storm warnings and climate monitoring to fisheries management, coastal restoration and supporting marine commerce, NOAA's products and services supported the Nation's economic vitality. NOAA's dedicated scientists used cutting-edge research and high-tech instrumentation to provide citizens, planners, emergency managers, and other decisionmakers with reliable information they needed when they needed it. NOAA continued to operate polar and geostationary satellites for environmental surveillance 24 hours a day, 365 days a year. NOAA provided forecast and warnings for tens of thousands of weather events. This includes support for 10 events that exceeded \$1 billion in losses including severe weather and tornado events, tropical storm and hurricane events, and the year-long drought and associated wildfires. In FY 2012, NOAA continued to improve weather forecast science and technology. NOAA Research supported the development of wind renewable energy by using its expertise in weather and atmospheric research to improve wind resource characterizations and forecasts.

Environmental Stewardship

NOAA achieved a significant milestone in its effort to end overfishing in the United States by approving the final Fishery Management Plan amendment to put annual catch limits and accountability measures into place. During the next few years, as NOAA continues to manage fisheries under annual catch limits and completes new scientific stock assessments, we expect to confirm that overfishing has ended and depleted stocks are rebuilding to higher levels of abundance. Ending overfishing and rebuilding stocks are an investment in the long-term viability of our Nation's fisheries and fishing communities.

As sea ice continues to disappear at a rapid rate, vessel traffic in the Arctic has begun to rise. This is leading to new maritime concerns, especially in areas increasingly transited by the offshore oil and gas industry, cruise liners, military craft, tugs and barges, and fishing vessels. Keeping all of this new ocean traffic moving smoothly is important to the U.S. economy, environment, and national security. In 2012, NOAA released a new nautical chart for Kotzebue Harbor and Approaches, addressing a pressing need for the Arctic regional transportation hub in northwest Alaska. The new chart's accurate and precise depth measurements (previously charted in the 1800s) will make ocean-going vessel traffic more efficient through northwest Alaska.

The Suomi National Polar-orbiting Partnership Satellite (SNPP) was launched on October 28, 2011, from Vandenberg Air Force Base, to begin its Earth observation mission. Since the launch, SNPP observations have been successfully transitioned for operations use in NOAA's global numerical weather forecast systems. The launch of SNPP and the effective data collection from weather and climate monitoring sensors represent many years of exceptional effort by NOAA, the National Aeronautics and Space Administration (NASA), and contractor teams to create the gateway to the U.S. climate monitoring system, collecting both climate and operational weather data and continuing key data records that are critical for global change science. SNPP carries five science instruments and tests key technologies for the Joint Polar Satellite System (JPSS) mission. SNPP is the first satellite mission to address the challenge of acquiring a wide range of land, ocean, and atmospheric measurements for earth system science while simultaneously preparing to address operational requirements for long-range weather forecasting. Understanding, monitoring, and predicting the course of long-term climate change and short-term weather conditions remain tasks of profound importance.

Customer Service, Organizational Excellence, and Workforce Excellence

In FY 2012, CommerceConnect was chosen to oversee the development, implementation, and operations of this federal agency-wide initiative called BusinessUSA. BusinessUSA launched the new business.U.S.A.gov Web site, a central contact center through 1-800-FED-INFO, and interagency collaboration to support improved business assistance and enhanced customer service. U.S. small businesses and exporters access the Department's business-facing programs, resources, and services through BusinessUSA, helping them make it easier to find the information they need across the government. BusinessUSA greatly expanded the number of business-facing resources (programs, services, tools, and data) in one central location from 297 to 1,200 federal, state, and local entities. In addition, it has promoted over 130 success stories and 4,500 local business related events.

For the 14th year in a row, the independent auditors tasked with reviewing our financial statements have provided an unqualified opinion. Our financial management systems have been found to be in substantial compliance with the Federal Financial Management Improvement Act (FFMIA) of 1996, and, 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. Based on activities undertaken during FY 2012, the Department's system of internal controls, taken as a whole, is consistent with the Federal Managers' Financial Integrity Act (FMFIA) of 1982.

Again, I am proud to submit this report on the FY 2012 performance of the Department, and hope it provides a useful summary of the results of the Department and its 45,000 employees.



Rebecca M. Blank
Acting Secretary of Commerce

ORGANIZATION

The Department has 13 bureaus, three programmatic themes (Economic Growth, Science and Information, and Environmental Stewardship) and three management themes (Customer Service, Organizational Excellence, and Workforce Excellence). Most of the bureaus fall within one of the programmatic themes, however, NTIA (Economic Growth and Science and Information) and NOAA (Science and Information and Environmental Stewardship) do cross themes. While the management themes do apply to all the bureaus, the funding, full-time equivalent (FTE), and performance levels focus on the activities of the Departmental Management (DM) and the Office of Inspector General (OIG). Within the Economic Growth theme, the Department focuses on three different aspects reflected in the following three strategic goals:

- **Innovation and Entrepreneurship:** *Develop the tools, systems, policies, and technologies critical to transforming our economy, fostering U.S. competitiveness, and driving the development of new businesses (USPTO, EDA, NIST, NTIA)*
- **Market Development and Commercialization:** *Foster market opportunities that equip businesses and communities with the tools they need to expand, creating quality jobs with special emphasis on unserved and underserved groups (EDA, MBDA, ITA, NIST)*
- **Trade Promotion and Compliance:** *Improve our global competitiveness and foster domestic job growth while protecting American security (ITA, BIS, NTIA)*

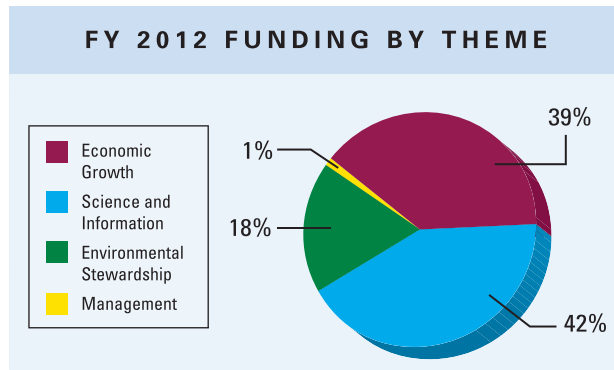
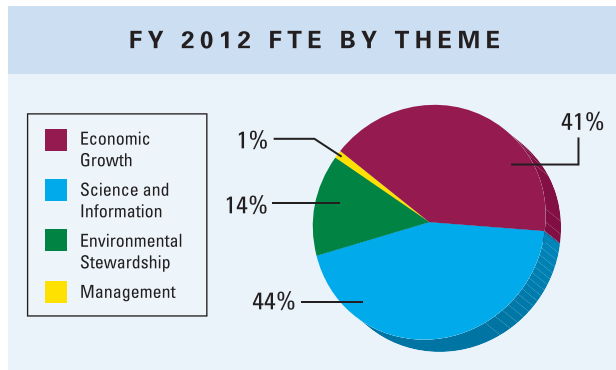
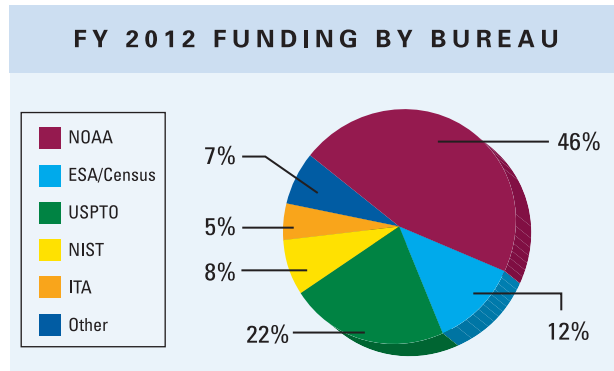
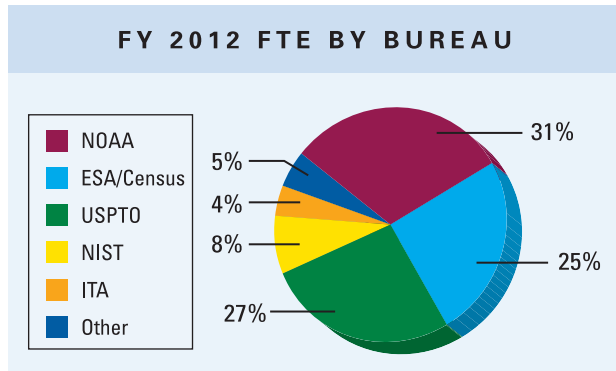
The Science and Information theme focuses on the following goal: *Generate and communicate new, cutting-edge scientific understanding of technical, economic, social, and environmental systems (NTIS, NTIA, ESA/Chief Economist, ESA/CENSUS, ESA/BEA, NOAA)*, while the Environmental Stewardship theme focuses on the following goal: *Promote economically-sound environmental stewardship and science (NOAA)*.

The management themes promote greater efficiency within all three of the programmatic themes through various outreach and IT activities, financial management oversight, and administration and periodic reviews of programs.

In terms of funding and FTE employment, the Science and Information theme accounts for approximately 43 percent of the Department's funding and 47 percent of its FTE. This is largely due to ESA's Census Bureau and significant portions of NOAA. The Economic Growth theme accounts for 39 percent of both funding and FTE while the Environmental Stewardship theme accounts for 18 percent of funding and 13 percent of FTE. The management themes account for less than one percent of both funding and FTE.

Among the bureaus, NOAA accounts for 46 percent of the funding and 31 percent of the FTE of the Department. ESA's Census Bureau is the next largest in terms of FTE while USPTO is the second largest in terms of funding. MBDA is the smallest of the bureaus both in terms of funding and FTE.

The following charts reflect the distribution of obligations and FTE by bureau and by theme for FY 2012.



PROCESS FOR STRATEGIC PLANNING AND PERFORMANCE GOALS

The FY 2011 – FY 2016 Strategic Plan put forth a set of three programmatic themes and three management themes to guide the Department in accomplishing its mission to create the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship. Within these themes the Department has a set of goals and objectives that more clearly define the structure of accomplishing this mission. Strategic goals describe objectives that define the results that the bureaus aimed to achieve. These are long-term objectives that often involve the work of more than one Department bureau. Within each objective are associated indicators and targets to measure the Department’s impact on a continuous basis. The strategic plan can be found at http://www.osec.doc.gov/bmi/budget/DOCStrategicPlan_June_6_signed_final.pdf.

The FY 2014 Congressional Budget submission reflects this structure, shown in the bureaus’ Annual Performance Plans (APP) (Exhibit 3A of each of the bureaus’ budgets within the FY 2014 Congressional Budget submission) with the Department’s bureau-specific performance goals and measures aligning with the Department’s strategic themes, goals, and objectives. The performance goals in the APPs link with the resource requirements for the past, current, and upcoming fiscal years. Each plan is integrated with the President’s Budget submission to Congress, at the bureau level.

The FY 2012 Performance and Accountability Report (PAR) aligns with the strategic plan and provides a public accounting of the Department’s FY 2012 performance results thus completing the Department’s performance management process for the fiscal year. Further information concerning how the Department selects its performance measures and outcomes, performance validation and verification, performance controls and procedures, and brief descriptions of the bureaus are in the FY 2012 PAR.

BUDGET, PERFORMANCE, AND FINANCIAL SNAPSHOT

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

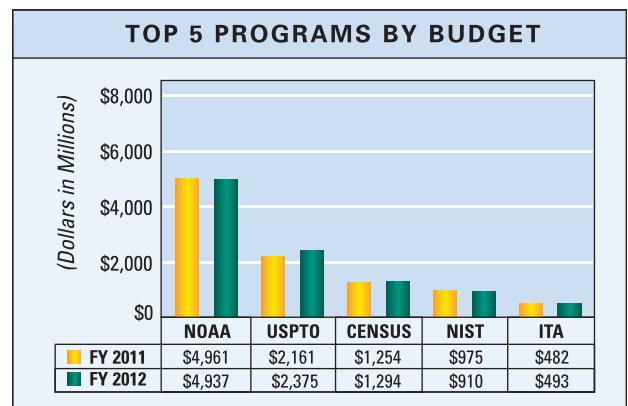
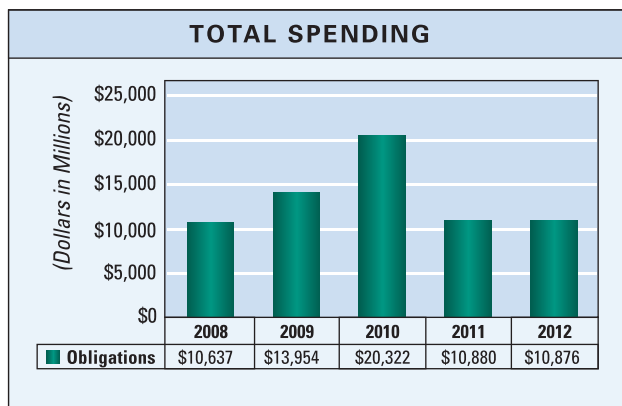
Organization/Personnel: The Department has approximately 45,000 employees, expanding to over 120,000 employees during a decennial year. It consists of 13 bureaus ranging in size from 100 employees to over 13,000, with ESA's Census Bureau expanding to over 90,000 in a decennial year.

FULL-TIME EQUIVALENTS BY STRATEGIC THEME	PERCENTAGE CHANGE	FY 2012 ¹	FY 2011
Theme 1: Economic Growth	+2.0%	16,010	15,698
Theme 2: Science and Information	-9.4%	17,020	18,787
Theme 3: Environmental Stewardship	-0.3%	5,225	5,209
Themes 4-6: Management Themes ²	-10.8%	297	333
TOTAL	-3.7%	38,552	40,027

¹ These numbers have been updated since the FY 2012 Performance and Accountability Report (PAR).

² Management themes includes three separate themes: Customer Service, Organizational Excellence, and Workforce Excellence.

Budgetary Resources¹: The FY 2012 budget was approximately \$8.0 billion, below the FY 2011 budget of approximately \$9.1 billion.



¹ The budget (or budget authority) refers to the amount that Congress provides. Total Spending /Obligations refers to the actual amount spent (or obligated) and can include additional amounts such as fees, etc. Therefore, obligations are often greater than budget authority. Because USPTO is fee funded, its funding is not included in Discretionary Budget Authority. For FY 2011, ESA's Census Bureau amount excludes a rescission of -\$1.7 billion as a result of savings in FY 2010.

OBLIGATIONS BY STRATEGIC THEME			
(DOLLARS IN MILLIONS)	PERCENTAGE CHANGE	FY 2012 ¹	FY 2011
Theme 1: Economic Growth	+2.8%	\$4,271.5	\$4,156.0
Theme 2: Science and Information	-1.2%	\$4,612.3	\$4,670.4
Theme 3: Environmental Stewardship	-2.9%	\$1,905.0	\$1,962.4
Themes 4-6: Management Themes ²	-3.8%	\$87.3	\$91.1
TOTAL	-0.0%	\$10,876.1	\$10,879.9

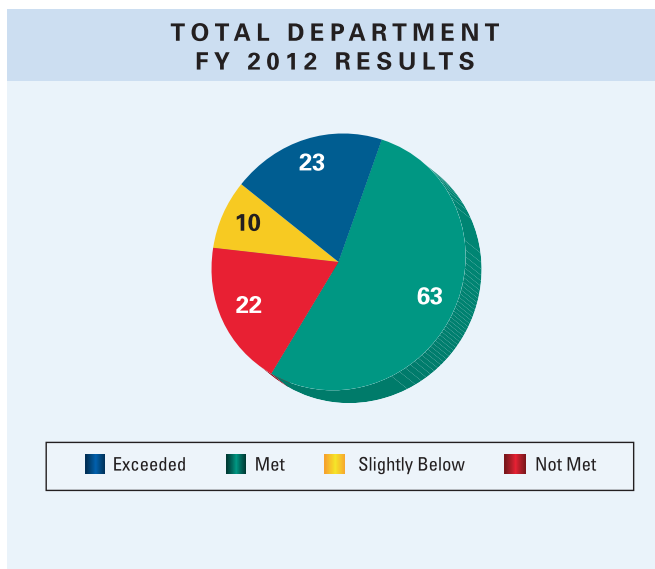
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² Management themes includes three separate themes: Customer Service, Organizational Excellence, and Workforce Excellence.

PERFORMANCE SNAPSHOT

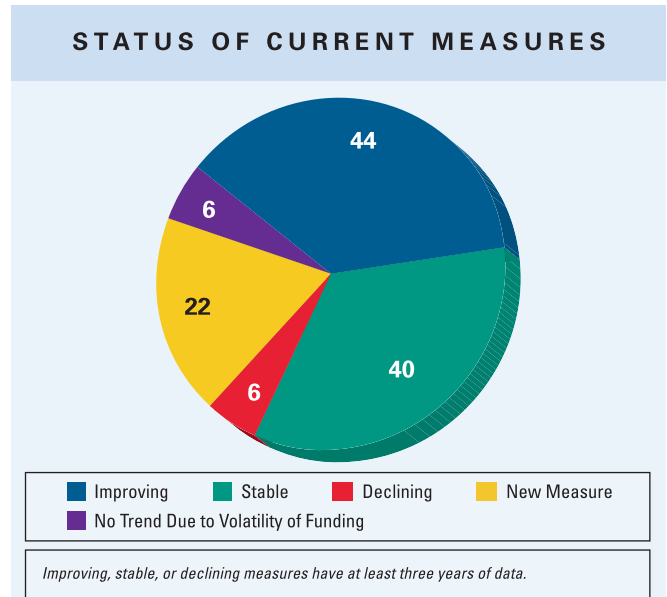
In FY 2012, the Department had many significant accomplishments. The Department continued to improve its weather prediction capability, especially of severe storms such as tornadoes, hurricanes, flash floods and winter storms thus both saving lives and minimizing property loss. ITA assisted over 19,000 companies with export transactions worth over \$103 billion. ITA also removed 89 trade barriers in 45 different countries that have directly benefitted U.S. industry and competitiveness. By FY 2012, EDA investments of \$288 million in FY 2003 had generated approximately \$1.62 billion in private investment and 45,800 jobs, a 6-to-1 benefit-to-cost ratio. In FY 2012, operations funded by MBDA supported clients who obtained \$2.7 billion in contract and financial awards. In FY 2012, NIST sold over 33,000 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 MEP helped its clients, primarily small manufacturers, in generating \$2.5 billion in increased sales, \$2.5 billion in capital investment, and \$900 million in cost savings during FY 2011. By the end of the third quarter of FY 2012, NTIA generated over 72,000 miles (target being 50,000) of broadband networks deployed and over 36,000 new and upgraded public computer workstations (the target being 35,000 workstations). NTIA also far exceeded its original target of 250,000 (modified to 350,000 after FY 2011's result) new household and business subscribers to broadband in FY 2012, with a result of over 388,000 new subscribers.



Overall performance results for the Department show that of the 118 performance targets, 73 percent were at or above target, eight percent slightly below target, and 19 percent not on target. Overall trends among these measures reflected the following:

- 44 (37 percent) reflected a positive trend in that over time performance was improving;
- 40 (34 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;
- 6 (five percent) reflected a negative trend in that performance declined over time;
- 22 (19 percent) were measures that were not in place for more than three years and therefore a trend could not be detected; and
- 6 (five percent) were measures whose targets and actuals were closely dependent on the volatile amount of funds from year to year and thus a trend could not be detected. These measures were specific to EDA and reflected the amount of investment generated and jobs created or retained as a result of EDA funds.



Challenges: For FY 2013, the Office of Inspector General (OIG) maintained the essence of the FY 2012 Management Challenges while restructuring their emphasis. The table starting on the following page reflects a crosswalk between the FY 2011 and FY 2012 Management Challenges and actions to be taken as identified by the OIG.

COMPARISON OF FY 2013 AND FY 2012 TOP MANAGEMENT CHALLENGES	
FY 2013 CHALLENGES	FY 2012 CHALLENGES
<p>Stimulate economic growth in key industries, increase exports, and enhance stewardship of marine fisheries</p> <ul style="list-style-type: none"> ● Stimulate economic growth in manufacturing, intellectual property, and wireless industries ● Promote and regulate exports ● Protect and promote marine fisheries 	<p>Effectively promote exports, stimulate economic growth, and create jobs</p> <ul style="list-style-type: none"> ● Implement Administration initiatives with effective interagency partnerships ● Enhance Commerce unit operations to help promote trade and job creation ● Correct unfair trade practices and protect our national security through enforcement activities ● Improve regulatory reviews to protect and promote public interests
<p>Increase oversight of resources entrusted to the public and invest for long-term benefits</p> <ul style="list-style-type: none"> ● 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 	<p>Reduce costs and improve operations to optimize resources for a decade of constrained budgets</p> <ul style="list-style-type: none"> ● Implement and expand initiatives to improve operational efficiency and economy ● Strengthen oversight of improper payments for additional recoveries ● Reduce the risk of misuse, abuse, or waste of federal funds awarded to grantees ● Apply lessons learned from 2010 Decennial to planning for the 2020 Census to avoid cost overruns
<p>Strengthen security and investments in information technology</p> <ul style="list-style-type: none"> ● 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 	<p>Strengthen Department-wide information security to protect critical information systems and data</p> <ul style="list-style-type: none"> ● Continue working to improve IT security by addressing ongoing security weaknesses ● Implement security policy effectively through consistent, proactive management

(Continued)

COMPARISON OF FY 2013 AND FY 2012 TOP MANAGEMENT CHALLENGES <i>(continued)</i>	
FY 2013 CHALLENGES	FY 2012 CHALLENGES
<p>Implement framework for acquisition management and improve contracts oversight</p> <ul style="list-style-type: none"> ● 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 	<p>Manage acquisition and contract operations more effectively to obtain quality goods and services in a manner most beneficial to taxpayers</p> <ul style="list-style-type: none"> ● Develop and retain a qualified acquisition workforce ● Ensure high ethical standards in the acquisition workforce and in procurement practices ● Strengthen processes to govern the appropriate use of high-risk contracts and to maximize competition ● Achieve efficiency and savings in acquiring goods and services, and improve oversight and tracking of contract savings ● Deliver cost savings and efficiency on major IT investments
<p>Reduce risks of cost overruns, schedule delays, and coverage gaps for NOAA's satellite programs</p> <ul style="list-style-type: none"> ● 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 	<p>Effectively manage the development and acquisition of NOAA's environmental satellite systems to avoid launch delays and coverage gaps</p> <ul style="list-style-type: none"> ● Ensure solid program management and systems engineering principles are applied to mitigate the coverage gap between NPP [National Polar-orbiting Partnership] and JPSS-1. ● Maintain robust program management and systems engineering disciplines to prevent geostationary coverage gaps

Further discussion of these challenges can be found in the FY 2012 Performance and Accountability Report (PAR) located at http://www.osec.doc.gov/bmi/budget/12PAR/docfy2012par_508version.pdf, or on the OIG Web site at <http://www.oig.doc.gov/Pages/default.aspx>.

FINANCIAL SNAPSHOT

Clean Opinion on Financial Statements	Yes	Total Assets	\$30.4B
Timely Financial Reporting	Yes	Total Liabilities	\$4.7B
Material Weaknesses	1	Net Cost of Operations	\$9.7B
Improper Payment Rate	N/A		

SUMMARY OF COMMERCE PUBLIC BENEFITS AND PERFORMANCE

STRATEGIC THEME 1: ECONOMIC GROWTH

The Economic Growth theme consists of three strategic goals related to Innovation and Entrepreneurship, Market Development and Commercialization, and Trade Promotion and Compliance. Within those three goals are 12 corresponding objectives, five associated with Innovation and Entrepreneurship, three with Market Development and Commercialization, and four with Trade Promotion and Compliance.

PUBLIC BENEFITS

Innovation and Entrepreneurship

The U.S. Patent and Trademark Office (USPTO) facilitates the generation of innovative and commercially viable processes and products, while protecting the intellectual property rights (IPR) of the inventor. USPTO's goal to provide efficient and thorough review of patents and trademarks optimizes the economic value to investors and improves U.S. competitiveness. The Economic Development Administration's (EDA) grants play a large role in encouraging innovation, and the forums that the Agency establishes create research-based communities of practice that foster commercialization. The National Telecommunications and Information Administration (NTIA) assists communication, key to business growth, by improving telecommunication performance, optimizing use of the federal spectrum, and increasing broadband access. As the federal government's National Laboratory focused on innovation and industrial competitiveness, the National Institute of Standards and Technology (NIST) works to promote and accelerate technological innovation and to provide the measurement infrastructure necessary for a robust manufacturing sector which is essential to the health of the Nation's economy both as a source of high-paying, high-skilled jobs, and as a driver for future technological advancement.

Market Development and Commercialization

NIST's Hollings Manufacturing Extension Partnership (MEP) and the International Trade Administration (ITA) support small and medium-sized enterprises (SME) to encourage job growth, job creation, and innovation, with a focus on environmentally and economically sustainable technologies. Through private enterprise job creation, EDA and the Minority Business Development Agency (MBDA) assist in developing markets in disadvantaged or distressed communities so as to reduce economic duress.

Trade Promotion and Compliance

The Department 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 SMEs;
- Promoting federal resources currently available to assist exports by U.S. companies;
- Ensuring that U.S. government-led trade missions effectively promote exports by U.S. companies;

- Ensuring that Commercial Advocacy, which coordinates U.S. government-wide support for U.S. exporters so they can win business contracts overseas, 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.

Furthermore, ITA vigorously enforces the U.S. trade remedy laws to provide an opportunity for U.S. businesses and workers to compete on a level playing field.

Export control reform is a major concern for the Bureau of Industry and Security (BIS), as 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.

PERFORMANCE RESULTS

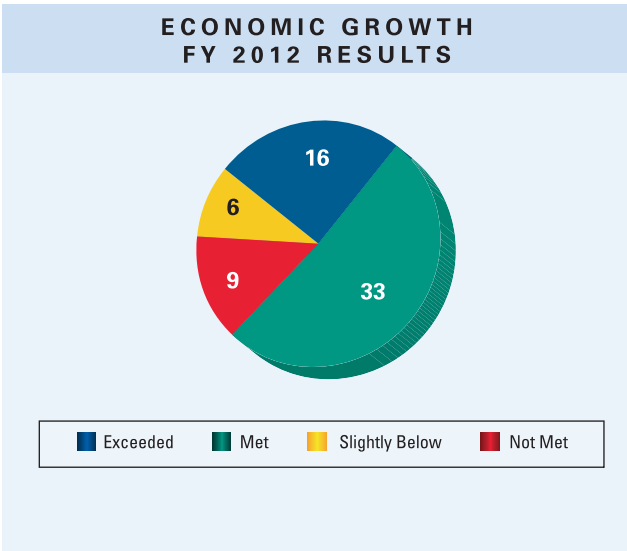
For this theme, in FY 2012, the Department met or exceeded 77 percent of the targets it had set for the year.

Some of the significant accomplishments that the Department had include the following:

USPTO launched a major program called Clearing Our Oldest Patent Applications 2.0 (COPA 2.0). COPA 2.0 is a continuation of the original COPA effort to eliminate the “tail” of backlog applications. For COPA 2.0, the “tail” is applications that were 13 months and older as of October 1, 2011 that had not received a first office action.

EDA investments of \$288 million in FY 2003 helped generate, by FY 2012, approximately \$1.62 billion in private investment and 45,800 jobs, a 6-to-1 benefit-to-cost ratio. EDA data indicate that investments made in FY 2009, FY 2006, and FY 2003 (three, six, and nine years prior to FY 2012) helped generate \$2.7 billion in private investment and have helped create or retain 74,441 jobs. EDA anticipates that FY 2012 investments of approximately \$220 million will help generate \$206 million by FY 2015, and then continue to increase to \$515 million by FY 2018, and \$1,029 million by FY 2021. EDA expects that those same investments will help create or retain 4,847 jobs by FY 2015, 12,118 jobs by FY 2018, and 24,236 jobs by FY 2021.

NIST continued to work with U.S. industry and other stakeholders to promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve quality of life. For example, NIST opened two new advanced laboratories for high-precision science and measurements. In response to the Administration’s advanced manufacturing and innovation priorities, NIST established the interagency Advanced Manufacturing National Program Office. NIST also established the National Cybersecurity Center of Excellence, a public-private collaboration for accelerating the widespread adoption of integrated cybersecurity tools and technologies.



In the area of energy, NIST unveiled the Net-Zero Energy Residential Test Facility to demonstrate that a typical-looking suburban home can generate as much energy as it uses in a year. Physicists at NIST have built a quantum simulator that can engineer interactions among hundreds of quantum bits to study problems in material science that are impossible to model on conventional computers. In support of forensic science, NIST published a revised biometric standard. NIST also published two new documents on cloud computing that provide guidance for understanding the cloud computing standards and categories of cloud services that industry and government can use.

NTIA is exploring innovative approaches that would allow federal and non-federal users to share the same swaths of spectrum. In FY 2012, NTIA worked side-by-side with agencies and industry to creatively solve complicated and crucial spectrum access problems. To date, NTIA has identified 210 megahertz (MHz) of federal spectrum for potential commercial use on a shared basis. Adding to the 115 MHz from the 1695-1710 MHz band and the 3.5 GHz band from its October 2010 "Fast-Track" report, in March of this year, NTIA issued a report evaluating 95 MHz of prime spectrum in the 1755-1850 MHz band for potential commercial broadband use.

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 June 30, 2012, NTIA deployed more than 72,000 miles of broadband networks, connected more than 10,000 community anchor institutions, delivered more than 36,000 new or upgrade public computer workstations, and had more than 388,000 new household and business subscribers to broadband, exceeding all their targets. NTIA expects the deployment of new workstations and upgrades of existing workstations to accelerate as recipients order, configure, and install computers at their sites.

NTIA participated with other Department operating units in the Internet Policy Task Force, conducting comprehensive reviews of the nexus between privacy policy, copyright, global free flow of information, cybersecurity, and innovation in the Internet economy. Multi-stakeholder organizations have played a major role in the design and operation of the Internet and are directly responsible for its success. Maintaining and extending this model is important for ensuring the continued growth and innovation of the Internet. Consumer trust is essential for the continued growth of the digital economy, and meaningful privacy protections are critical to fostering trust. In FY 2012, NTIA convened a multi-stakeholder process to develop legally enforceable codes of conduct that implement elements of the Administration's Consumer Privacy Bill of Rights. NTIA is planning a series of privacy multi-stakeholder processes. NTIA's first process, which focuses on mobile application transparency, began in FY 2012 and will continue in FY 2013. NTIA selected this topic based on almost 100 electronic comments received from stakeholders around the country.

MBDA's year-end results exceeded its performance goals, achieving over \$1.1 billion in contract awards and over \$1.5 billion in financial awards. Through its direct federal client services and network of funded centers, MBDA helped minority business enterprises obtain contracts and financial awards. MBDA's programs and services helped create over 5,300 new jobs despite the economic downturn and overall decline in the national job market.

NIST's MEP provides tools and services to keep manufacturers competing and thriving in today's global marketplace. In FY 2012, MEP's nationwide network of field staff continued to serve as trusted business advisors focused on solving manufacturers' challenges and identifying opportunities for growth. MEP provides the services that reduce manufacturers' bottom-line expenses, increase efficiencies, and build capacity to foster the development of new products, expand into new markets, and adopt new technologies that improve the overall competitiveness of each manufacturer. As a result of MEP assistance, manufacturers have increased sales by \$2.5 billion, capital investment by \$2.5 billion, and cost savings by \$900 million during FY 2011.

ITA's Manufacturing and Services (MAS) program provides the Administration, Congress, and U.S. businesses the data and analysis necessary to make informed decisions on issues impinging on U.S. global competitiveness. The data program is especially valuable to policymakers who require trade information at sub-national (state and metropolitan) and small and medium exporter levels. MAS has also created an online database of U.S. free trade agreement tariff rates to better enable small and medium-sized firms to take advantage of these agreements. In addition, to be competitive in today's global economy, U.S. companies need to be able to move products and services securely, quickly, and efficiently within U.S. borders and beyond. MAS launched a national dialogue to explore supply chain infrastructure issues that cut across the broad range of national priorities. MAS is framing trade issues and prioritizing what needs to be done to improve U.S. competitiveness in industry sectors and subsectors, especially by coordinating with other U.S. government agencies and other ITA units to develop in-depth and data-driven strategies and actions that can be the basis for Administration policies and coordinated activities to expand U.S. exports that support U.S. jobs.

ITA's U.S. and Foreign Commercial Service (US&FCS) continued to help U.S. businesses maximize their export potential, enabling them to diversify their customer base, remain globally competitive, and maintain jobs for Americans. In 2012, US&FCS assisted close to 19,000 U.S. companies by providing in-depth export counseling, market entry plans, business-to-business matchmaking services, market research and due diligence reports, and other customized export development and market entry services. In FY 2012, US&FCS facilitated more than \$100 billion in exports for nearly 5,600 U.S. companies in 2012. Over 80 percent of these companies were SMEs that exported for the first time, entered a new market, or increased their market share in an existing market.

US&FCS continues to support the NEI. Launched in February 2010, President Obama's NEI is designed to reach the goal of doubling exports by the end of 2014. The NEI is focused on three key areas: (1) a more robust effort by this administration to expand its trade advocacy in all its forms, especially for SMEs; (2) improving access to credit with a focus on SMEs that want to export; and (3) continuing the rigorous enforcement of international trade laws to help remove barriers that prevent U.S. companies from getting free and fair access to foreign markets.

ITA's Import Administration (IA) has a team of experts available to assist any U.S. business with questions on remedies available under the trade remedy laws, or that wishes to develop and file an antidumping (AD) and/or countervailing duty (CVD) petition. Particular attention is paid to small and medium-sized businesses that may find the petition process unwieldy, or may be unable to afford the assistance of outside trade counsel to develop and file a successful petition. In FY 2012, IA conducted 39 AD/CVD investigations covering products as diverse as high pressure steel cylinders from China, large residential washers from South Korea and Mexico, and steel nails from the United Arab Emirates.

Market Access and Compliance (MAC) also strongly supports the NEI by creating, expanding, and defending market access for U.S. exports of goods, services, and investment overseas. MAC executes this mission by developing specific and tailored country engagement strategies to develop a business climate abroad that promotes trade and investment, pursuing crosscutting policy initiatives to address transnational market access challenges (such as anticorruption, intellectual property enforcement, and standards/regulatory cooperation), and proactively working to identify and break down foreign government-imposed trade barriers.

During FY 2012, 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. On March 7, 2012, the Administration took another step towards implementation of the President's Export Control Reform Initiative through the establishment of the interagency Information Triage Unit (ITU), hosted

and administered by BIS's Export Enforcement. The ITU is responsible for assembling, analyzing, and disseminating information from all sources, to include intelligence, to inform agencies about the bona fides of transaction parties to license applications. This streamlined multi-agency process is designed to ensure that agencies receive comprehensive and objective information from which to make licensing decisions. The ITU became operational in May 2012, and in FY 2012, produced over 650 analytical products in support of the licensing process.

The following table shows the three-year results of key performance measures related to this theme. A 10-year history of all the performance measures related to this theme is available in the FY 2012 PAR available on the Department's Web site at <http://www.osec.doc.gov/bmi/budget/>.

KEY PERFORMANCE MEASURES	2010 Results	2011 Results	2012 Target	2012 Results	2012 Rating
Patent total pendency (months) (USPTO)	35.3	33.7	34.7	32.4	Met
Trademark average total pendency, excluding suspended and inter partes proceedings (months) (USPTO)	10.5	10.5	12.0	10.2	Met
Private investment leveraged – 9 year totals (EDA)	\$2,758M	\$3,960M	\$1,810M	\$1,620M	Not Met
Jobs created/retained – 9 year totals (EDA)	66,527	56,058	52,700	45,800	Not Met
Dollar value of contract awards obtained (MBDA)	\$1.7B	\$2.1B	\$1.1B	\$1.2B	Met
Dollar value of financial awards obtained (MBDA)	\$2.3B	\$1.8B	\$0.9B	\$1.6B	Exceeded
Miles of broadband networks deployed (NTIA)	New	29,191	50,000	72,152	Exceeded
New household and business subscribers to broadband (NTIA)	New	230,755	350,000	388,679	Exceeded
Exports generated annually from public/private partnerships (ITA)	\$86M	\$2.4B	\$1.9B	\$2.1B ¹	Met
Commercial diplomacy success (cases) (annual) (ITA)	112	243	152	215	Exceeded
Dollar value of U.S. export content in advocacy cases won (ITA)	New	New	\$19B	\$74B	Exceeded
Number of new antidumping/countervailing duty petitioners counseled (ITA) ²	44 ²	153 ²	50	77	Exceeded
Standard Reference Materials sold (NIST)	31,667	32,864	31,000	33,441	Met
Number of calibration tests performed (NIST)	17,697	18,195	14,000	17,206	Met
Increased sales attributed to Hollings MEP centers receiving federal funding ³ (NIST)	\$3,500M from FY 2009 funding	\$3,600M from FY 2010 funding	\$2,000M from FY 2011 funding	\$2,500M from FY 2011 funding ¹	Met
Capital investment attributed to Hollings MEP centers receiving federal funding ³ (NIST)	\$1,900M from FY 2009 funding	\$1,900M from FY 2010 funding	\$1,100M from FY 2011 funding	\$2,500M from FY 2011 funding ¹	Exceeded
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)	806	1,073	850	1,162	Exceeded
Regarding whether a target was met, the color scheme is as follows: Blue = Exceeded; Green = Met; Yellow = Slightly Below; Red = Not Met					
¹ This number has been updated since the publication of the FY 2012 PAR.					
² ITA did not have targets for these measures in FY 2010 and FY 2011.					
³ MEP results have a one-year time lag.					

STRATEGIC THEME 2: SCIENCE AND INFORMATION

This theme contains one strategic goal, and within that strategic goal, three objectives. The following public benefits, achievements, and performance results are associated with each objective.

PUBLIC BENEFITS

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

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.

In many ways the United States is a statistics driven society. The Economics and Statistics Administration (ESA), comprised of the Office of the Chief Economist, the Census Bureau, and BEA, provides decisionmakers with timely, relevant, and accurate economic and statistical information related to the U.S. economy and population. The Office of the Chief Economist routinely provides vital information in support of the Federal Emergency Management Agency (FEMA) deployments for major natural disasters throughout the United States. Social and economic data developed by staff economists are routinely used in the development of long-term economic recovery plans in areas that have been adversely affected.

The Office of the Chief Economist has produced other studies in support of economic development. In April 2012, the Office of the Chief Economist produced a report on *The Intellectual Property and the U.S. Economy*. This report developed several industry-level metrics on intellectual property (IP) use and employed these measures to identify a set of the most IP-intensive industries in the U.S. economy. To develop the industry-level metrics discussed, several databases were used, some of which (for the patent and trademark analyses) are publicly available. In the future, more user-friendly sets of these patent and trademark data will be made available on USPTO's Web site. By developing new quantitative measures of IP-intensity by industry, the report promoted a better understanding of the industries where IP plays a particularly important role.

The Office of the Chief Economist also produced *Exploring the Digital Nation: Home Broadband Internet Adoption in the United States* during 2011. The report discussed findings on computer and Internet use in the United States and analyzes the disparities in broadband Internet adoption that exist between demographic and geographic groups. The report is available to policymakers as they consider ways to promote broadband deployment and adoption in the United States.

The Nation depends on statistics provided by ESA's Census Bureau and the Bureau of Economic Analysis (BEA) to plan financial and investment strategies, plan for geographic and economic (both national and international) expansion, provide funds to needy organizations, and determine political expansion and contraction. Accurate business information regarding the demographics of the Nation, including measures of the population, economy, and governments, assists entrepreneurs in identifying market opportunities that can generate jobs. Population estimates serve as a starting point for allocating federal, state, and local funds to various groups within society.

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

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

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. Therefore, 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.

One of the primary methods for improving the understanding of the environment is through the examination of oceanic and atmospheric conditions and patterns. To this end, the National Oceanic and Atmospheric Administration (NOAA) develops and procures satellite systems, aircraft, and ships with the purpose of providing information to determine weather patterns and predict weather forecasts. 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.

Weather affects all facets of society, impacting the economy in ways ranging from agricultural preparation to transportation planning to disaster response. In certain situations, weather forecasting can affect the number of lives saved or lost as well as mitigate the extent of property damage as a result of weather events. Weather also affects how power companies plan for daily, weekly, and seasonal variances. Because of this, Americans benefit from sound weather forecasting both in their daily lives and planning, and in preparation for major storm events.

A weather-ready Nation will be able to prepare for and respond to environmental events that affect safety, health, the economy, and homeland security. NOAA's capacity to provide accurate and relevant information can help create a society that is more adaptive to its environment; that experiences fewer disruptions, dislocation, and injuries; and that operates a more efficient economy. Over the long-term, climate change may increase the intensity and even the frequency of adverse environmental events, ranging from drought and flooding to wildfires, heat waves, storms, and hurricanes. Changing weather, water, and climate conditions affect the economic vitality of communities and commercial industries, such as the energy, transportation, and agriculture sectors. Environmental information aligned with user needs will become ever more critical to the safety and well being of those exposed to sudden or prolonged hazards and will enable U.S. businesses and policymakers to make informed decisions.

NOAA's role in understanding, observing, forecasting, and warning of weather events is expanding. NOAA conducts sound, scientific research and provides integrated observations, predictions, and advice for decisionmakers who manage environmental resources, ranging from freshwater supplies to coastal ecosystems. Realizing that NOAA's information and services bridge both weather and climate timescales, NOAA will continue to collect and analyze environmental data and issue forecasts and warnings that help protect life and property and enhance the U.S. economy. The Department is committed to excellent customer service and depends on its partners in the private sector, academia, and government to add value and help disseminate critical weather and climate information. NOAA will expand services to support evolving national needs, including those associated with space, weather, freshwater and coastal ecosystems.

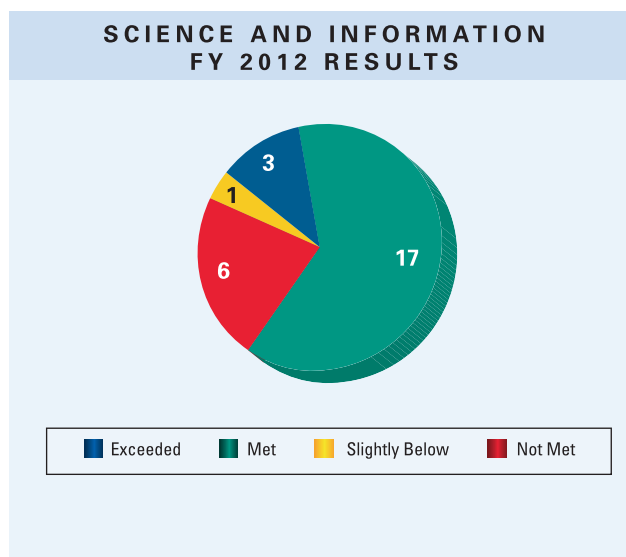
One of the growing challenges in the 21st century is the escalation of the demand for water and improved water and air quality. Changing water temperatures and poor air quality impact the Nation's population and its fish and shellfish populations. To this end, NOAA can combine predictive weather information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

PERFORMANCE RESULTS

For this theme, in FY 2012, the Department met or exceeded 74 percent of the targets it had set for the year.

Some of the significant accomplishments that the Department had include the following:

NTIS continued the development of the improved, open environment version of the National Technical Reports Library (NTRL) that will substantially increase discovery of federally funded Science, Technology, and Engineering Information (STEI) while maintaining the NTRL cost-recovery subscription model. The open environment version of NTRL is scheduled for release in early FY 2012. NTIS also established the Selected Research Services in FY 2011 as a tailored information service that delivers electronic copies of government publications in 378 subject topics based on subscriber profiles.



Currently, ITS and NTIA's Office of Spectrum Management are conducting a pilot test-bed program to evaluate approaches and techniques to increase spectrum sharing between federal and non-federal spectrum users. NTIA will publish an annual report evaluating private sector-supplied devices in the areas of emission characterization, sensor characterization, geo-location characterization, spectrum access behavior, and land mobile radio emission characterization. This pilot program is an opportunity for the federal agencies to work cooperatively with industry, researchers, and academia to examine objectively new technologies that can improve management of the Nation's airwaves. The Test-Bed pilot program evaluates the ability of dynamic spectrum access devices employing spectrum sensing and/or geo-location techniques to share spectrum with land mobile radio systems operating in the 410-420 MHz federal band and in the 470-512 MHz non-federal band. In FY 2012, NTIA reported on the progress to date and sought comments on the types and depth of testing that NTIA intends to conduct in Phase II/III of the pilot program.

ESA's Census Bureau delivered apportionment counts to the President based on the 2010 Census. The Census Bureau also delivered redistricting data products to the states. Release of other data products from the 2010 Census also occurred on schedule, as did various program evaluations and assessments. The Census Bureau also launched its Count Question Resolution program to provide jurisdictions a mechanism to challenge the census counts for their area. For the first time ever, the American Community Survey (ACS) released five-year estimates, comprised of data collected from 2005 to 2009. These estimates are now available for every state, county, city, town, place, American Indian Area, Alaska Native Area, and Hawaiian Home Land, as well as for census tracts and block groups. The core ACS tables were released the end of FY 2011.

The Census Bureau released nearly 400 economic reports, including 120 principal economic indicators. These reports provide information on manufacturing, retail, and wholesale trade; selected service industries; construction activity; quantity and value of industrial output; inventories; new orders; capital expenditures; e-commerce sales; foreign trade; and state and local government activities.

ESA's BEA released the 2012 flexible annual revision of the U.S. National Economic Accounts, which included improvements to the National Income and Product Accounts from the incorporation of new, more comprehensive source data, notably for manufactures, retail sales, and state and local government. BEA expanded its use of Census Bureau data from the quarterly service survey and the service annual survey for additional transportation, education, and utilities services industries. BEA introduced a set of new tables to facilitate side-by-side comparisons of important aggregate measures of U.S. production and income, final expenditures, and purchasing power of income.

NOAA and its partners throughout the South Central U.S. region continue to monitor drought conditions and release outlooks, aiming to provide enough lead time to people whose lives and livelihoods may be vulnerable to drought impacts. The advance notice allowed state fire managers in Texas and the surrounding states enough time to assess their fire risk, assets, and resources during one of the driest winter and spring seasons on record. Texas experienced what may have been its worst fire season in history this past year. As the extreme drought continued through 2011, NOAA weather and climate experts collaborated with the Department of the Interior (DOI) and other stakeholders in the South Central U.S. region to prepare an updated drought outlook.

In April 2012, NOAA's Storm Prediction Center (SPC) issued a high risk outlook for severe weather across Oklahoma, Kansas, Nebraska, and Iowa 36 hours in advance of the April 14 and 15 storm outbreak. NOAA had begun discussion of a potential major tornado outbreak nearly seven days before the event occurred. This extraordinary lead time of 36 hours exceeded all previous lead times for similar warned events. The SPC and affected Weather Forecast Offices (WFO) issued a total of 11 watches (eight for tornadoes and three for severe weather) for the outbreak. With this high risk outlook for severe weather, WFOs in the affected regions began a major outreach effort. Community response included the staging of emergency equipment and staff, rescheduling of proms, football games, and a large country music concert in Wichita, KS. The Wichita WFO alone issued 32 tornado warnings with tornado lead times of 20 minutes.

NOAA provided extensive decision support services enabling the Western United States to effectively manage the 2012 active fire season. Because of a drier than average winter across much of the West, this was the most active season since 2008. Starting in January, NOAA and fire agency partners delivered a seasonal outlook focusing on the potential for significant wildfires and began coordinating with stakeholders including federal, tribal, state, and local fire service providers. NOAA provided over 20,400 spot forecasts for wildfire management, including 12,000 for prescribed burns. NOAA deployed Incident Meteorologists (IMET) as front-line support, with 172 on-site dispatches through November providing approximately 23,500 hours of direct support of these devastating fire outbreaks. IMETs continue to serve on Hurricane Sandy recovery efforts. These actions ensure safety of operations and allow responders to take into account one of the most often changing changeable aspects of an incident, the weather.

The Suomi National Polar-orbiting Partnership Satellite (SNPP) spacecraft was launched on October 28, 2011, from Vandenberg Air Force Base, to begin its Earth observation mission, with initial checkout and commissioning completed March 6, 2012. SNPP data are already used in the operational long-range weather forecast. The launch of SNPP and successful data collection from weather and climate monitoring sensors represents many years of exceptional effort by NOAA, NASA, and contractor teams to create the gateway to the U.S. climate monitoring system, collecting both climate and operational weather data and continuing key data records that are critical for global change science. SNPP carries five science instruments that tests key technologies for the Joint Polar Satellite System (JPSS) mission. SNPP is the first satellite mission to address the challenge of acquiring a wide range of land, ocean, and atmospheric measurements for earth system science while simultaneously preparing to address operational requirements for long-range weather forecasting. Understanding, monitoring, and predicting the course of long-term climate change and short-term weather conditions remain tasks of profound importance. Economic competitiveness, human health and welfare, and global security all depend in part on NOAA's ability to understand and adapt to global environmental changes.

The following table shows the three-year results of key performance measures related to this theme. A 10-year history of all the performance measures related to this theme is available in the FY 2012 PAR available on the Department's Web site at <http://www.osec.doc.gov/bmi/budget/>.

KEY PERFORMANCE MEASURES	2010 Results	2011 Results	2012 Target	2012 Results	2012 Rating
Number of updated items available (annual) (NTIS)	969,473	836,579	875,000	978,871	Met
Number of information products disseminated (NTIS)	50,333,206	48,958,993	49,878,000	54,592,481	Met
Release data products for key Census Bureau programs on time to support effective decision-making of policymakers, businesses, and the public (ESA/CENSUS)	<ul style="list-style-type: none"> 100% of Economic Indicators released on time At least 90% of key prep activities completed on time 	<ul style="list-style-type: none"> 100% of Economic Indicators released on time At least 90% of key prep activities completed on time 	<ul style="list-style-type: none"> 100% of Economic Indicators released on time At least 90% of key prep activities completed on time 	<ul style="list-style-type: none"> 100% of Economic Indicators released on time At least 90% of key prep activities completed on time 	Met
Percent of GDP estimates correct (ESA/BEA)	89%	89%	>85%	87%	Met
Severe weather warnings for tornadoes – Lead time (minutes) (NOAA)	14	15	13	11 ¹	Not Met
Hurricane forecast track error (48 hours) (nautical miles) (NOAA)	81 ¹	70 ¹	84	69 ¹	Exceeded
Severe weather warnings for flash floods (storm-based) – Lead time (minutes) (NOAA)	71	73	42	53 ¹	Exceeded
Winter storm warnings – Lead time (hours) (NOAA)	21	20	19	18	Not Met
Regarding whether a target was met, the color scheme is as follows: Blue = Exceeded; Green = Met; Yellow = Slightly Below; Red = Not Met					
¹ Results have been updated since the publication of the FY 2012 PAR.					

STRATEGIC THEME 3: ENVIRONMENTAL STEWARDSHIP

This theme contains one strategic goal which is associated only with NOAA. The following public benefits, achievements, and performance results are associated with each objective.

PUBLIC BENEFITS

The Nation has an urgent need to advance U.S. understanding of the climate system and climate impacts so as to improve climate predictions and projections and to better inform adaptation and mitigation strategies. Key scientific uncertainties limit scientists' ability to understand and predict changes in the climate system. International, national, state, and local efforts to limit greenhouse gases require reliable information to support emissions verification, as do efforts to track climate changes and mitigate impacts. Adaptation and mitigation strategies must also be informed by a solid scientific understanding of the climate system.

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. Since humans are an integral part of the ecosystem, these declines in ocean and coastal ecosystem functions and quality can directly impact human health and well being. As long-term environmental, climate, and population trends continue, global demands for seafood, recreational use of the marine environment, and other pressures on habitats and over-exploited species will increase, and concerns about the sustainability of ecosystems and safety of seafood will rise commensurately. Depleted fish stocks and declines in iconic species such as killer whales, salmon, and sea turtles result in lost opportunities for employment, economic growth, and recreation along the coasts. In addition, climate change impacts to the ocean—sea level rise, acidification, and warming—will alter habitats and the relative abundance and distribution of species as well as the productivity of coastal and marine ecosystems, affecting recreational, economic, and conservation activities.

NOAA will ensure that U.S. ocean, estuarine, and related ecosystems and the species that inhabit these ecosystems are vibrant and sustainable as possible in the face of these challenges. A stronger understanding of these systems will support an ecosystem-based approach to management. These approaches account for the complex connections between organisms (including humans); their physical, biotic, cultural, and economic environments; and the wide range of processes that control their dynamics, and can assist policymakers weigh trade-offs between alternative courses of action. By working toward the long-term sustainability of all species, NOAA will also ensure, for present and future generations, that seafood is a safe, reliable, and affordable food source; that seafood harvest and production, recreational fishing opportunities, and non-consumptive uses of living marine resources continue to support vibrant coastal communities and economies; and that species of cultural and economic value can flourish. Restoration of natural habitat for compromised species requires a substantial amount of time. The levels of native species also can be affected by the inadvertent introduction of invasive species, often through the shipping industry or through direct human release of such species. NOAA defines them as "aquatic and terrestrial organisms and plants that have been introduced into new ecosystems

(i.e., Great Lakes, San Francisco Bay, Florida, Hawaii) throughout the United States and the world and are both harming the natural resources in these ecosystems and threatening the human use of these resources.” Examples of recent invasive species include zebra mussels and snakeheads.

Coastal areas are among the most developed in the Nation, with an estimated 165 million people (52 percent of the population) living on less than one-fifth of the land in the contiguous United States in 2010. These coastal counties make up only 17 percent of the Nation’s land area (excluding Alaska). Although coastal population growth reflects the same rate of growth as that of the entire Nation, the limited land area of coastal counties is increasingly strained by the density of population growth. This increasing density, coupled with the important economies of coastal areas, makes the task of managing coastal resources increasingly difficult, especially with the Nation’s coastal population expected to increase by more than 13.6 million by 2020. In addition, over 60 percent of the U.S. GDP is generated in coastal counties, highlighting the importance of coastal resources to the Nation’s economy and emphasizing the need for access to data and sound science to inform decision-making.

Approximately 89 million people vacation and recreate along U.S. coasts every year. The amount added annually to the national economy by the commercial and recreational fishing industry alone is over \$43 billion with an additional \$1 billion of marine and freshwater aquaculture sales. With its Exclusive Economic Zone of 3.4 million square miles, the United States manages the largest marine territory of any nation in the world. While an increasing range of uses will allow coastal communities to create diverse ocean-based economies, care must be taken to ensure continued access to coastal areas, sustained ecosystems, maintained cultural heritage, and limited cumulative impacts.

No single region better exemplifies the complex interdependence of communities and changing climate and ecosystem conditions than the Arctic. There is evidence of widespread, dramatic change in the Arctic region, with local to global implications. National security concerns are increasing as reductions in sea-ice bring opportunities for economic development and increased access to Arctic resources. The breadth and complexity of the cultural, societal, economic, and environmental impacts within this region require a concerted, systematic, and rapid effort with partners from local to international levels.

Within this context, NOAA works with its partners to achieve a balance between the use and protection of these resources to ensure their sustainability, health, and vitality for the benefit of this and future generations and their optimal contribution to the Nation’s economy and society. A marine planning framework is a comprehensive management approach that is designed to support sustainable uses and ensure healthy and resilient ocean and coastal ecosystems. In some areas, NOAA and its partners collaboratively protect and manage critical coastal and ocean ecosystems.

NOAA will invigorate coastal communities and economies as much as possible, leading to increased resiliency and productivity. Comprehensive planning will address 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 will have 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.

NOAA’s Marine Transportation System (MTS) spans ports and inland waterways across U.S. coastal waters and oceans to support commerce, recreation, and national security. 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. 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 MTS will decrease risks to the economy and the environment.

PERFORMANCE RESULTS

For this theme, in FY 2012, the Department met or exceeded 81 percent of the targets it set for the year.

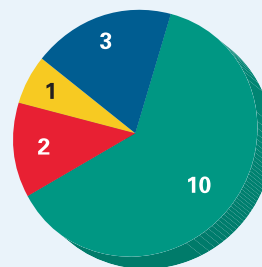
Some of the significant accomplishments that the Department had include the following:

In FY 2012, NOAA released the 2011 State of the Climate Report. It is a peer-reviewed report compiled by scientists from countries around the world providing detailed updates on global climate indicators, notable weather events, and other data collected by environmental monitoring stations and instruments on land, sea, ice, and sky. This report documents 2011 as the coolest year on record since 2008 even though temperatures remained above the 1981–2010 average. The National Oceanographic Data Center staff organized and led the international marine climate community to produce the “Global Oceans” chapter of the report. The State of the Climate report is published annually as a special supplement to the *Bulletin of the American Meteorological Society*. The report is part of a suite of climate services NOAA provides government, business, and community leaders so they can make informed decisions. The National Climatic Data Center has led the annual effort to assemble the State of the Climate report for the last 12 years. In that time, the number of contributing authors has grown from 13 in 2001 to 378 authors from every continent in 2012. Each year the report reaches a broader audience as an increasing number of businesses, groups, and individuals gather ever-growing interest and concern in the climate. Educators also use this report as a tool to teach students about various aspects of climate and climate change.

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. Delivering and applying these products and services requires highly trained staff and effective support resources, which highlights the importance of the new NOAA Disaster Response Center which opened on October 15, 2012 in Mobile, AL. The center’s mission to efficiently apply NOAA’s capabilities to the unique circumstances of the Gulf of Mexico will improve the Agency’s preparedness and response posture in a region known to be vulnerable to extreme events.

In FY 2012, NOAA made significant progress toward ending overfishing and rebuilding overfished stocks. In the 15th Annual Report to Congress on the Status of U.S. Fisheries, NOAA reported that six fish stocks were declared rebuilt—the most in a single year—and overall results showed a decrease in the number of both overfished stocks and stocks experiencing overfishing. Between December 31, 2010 and December 31, 2011, the number of overfished stocks dropped from 48 to 45, and the number of stocks experiencing overfishing dropped from 40 to 36. These results underscore the strength of NOAA’s science-based management process and clearly demonstrate that NOAA is actively turning the corner on ending overfishing and rebuilding the Nation’s fisheries. In another key milestone toward ending overfishing in the United States, on June 29, 2012, NOAA approved the final Fishery Management Plan amendment to put annual catch limits and

ENVIRONMENTAL STEWARDSHIP FY 2012 RESULTS



■ Exceeded ■ Met ■ Slightly Below ■ Not Met

accountability measures into place for all Fishery Management Plans. During the next few years, as NOAA continues to manage fisheries under annual catch limits and completes new scientific stock assessments, it expects to confirm that overfishing has ended and depleted stocks are rebuilding to higher levels of abundance. Ending overfishing and rebuilding stocks are an investment in the long-term viability of the Nation’s fisheries and fishing communities.

NOAA worked with partners to open rivers and streams for fish and other species by removing barriers to fish passage while supporting infrastructure and energy projects that promote economic growth. Mitigating the impacts of dams and other obstacles, such as water supply and diversion structures, allows migratory fish populations to return to their spawning grounds. NOAA contributions will open more than 1,000 river miles. Important examples include: removal of the Great Works dam on the Penobscot River in Maine; a new fish passage facility at the New Savannah Bluff Lock and Dam in South Carolina; mitigation for the relicensing of the Toledo Bend Hydro Project on the Sabine River in the Gulf of Mexico river basin; fish passage facilities at the Goose Creek Dam above Charleston, SC; and large-scale dam removal projects on Elwha and White Salmon rivers in Washington State.

NOAA continues to be involved in numerous activities following the Deepwater Horizon oil spill. Staff are engaged in both assessment studies and development of restoration activities under the Natural Resources Damage Assessment (NRDA) umbrella. NOAA is assessing damage to turtles, marine mammals, fish, and other trust resources. NOAA is the lead agency/Trustee for the development of the Deepwater Horizon Programmatic Environmental Impact Statement (PEIS), which will provide a framework to guide the decision-making of the Trustee Council, as well as provide transparency to the public and policymakers about the NRDA process. While the PEIS is being developed, NOAA has led the co-Trustees in the development of emergency restoration projects for submission to BP oil and gas company for funding, and is providing guidance and counsel to the Trustees to execute the \$1 billion framework agreement for early restoration.

The following table shows the three-year results of key performance measures related to this theme. A 10-year history of all the performance measures related to this theme is available in the FY 2012 PAR available on the Department’s Web site at <http://www.osec.doc.gov/bmi/budget/>.

KEY PERFORMANCE MEASURES	2010 Results	2011 Results	2012 Target	2012 Results	2012 Rating
Error in global measurement of sea surface temperature (NOAA)	0.50°C	0.51°C	0.50°C	0.56°C	Not Met
Fish stock sustainability index (FSSI) (NOAA)	582.5	587	603.5	606	Met
Percentage of fish stocks with adequate population assessments and forecasts (NOAA)	57.4%	57.4%	57.4%	56.1%	Slightly Below
Number of habitat acres restored (annual) (NOAA)	6,907	15,420	80,007	58,120 ¹	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)	New	43%	34%	46%	Exceeded
Hydrographic survey backlog within navigationally significant areas (square nautical miles surveyed per year) (NOAA)	4,395	2,278	2,200	2,947	Met
Regarding whether a target was met, the color scheme is as follows: Blue = Exceeded; Green = Met; Yellow = Slightly Below; Red = Not Met					
¹ Results have been updated since the publication of the FY 2012 PAR.					

MANAGEMENT THEMES (CUSTOMER SERVICE, ORGANIZATIONAL EXCELLENCE, AND WORKFORCE EXCELLENCE)

The Management themes are made up of three themes: Customer Service, Organizational Excellence, and Workforce Excellence. Each theme contains one strategic goal, and within each strategic goal, three objectives. The following public benefits, achievements, and performance results are associated with these three themes.

PUBLIC BENEFITS

As U.S. society becomes increasingly oriented toward using electronic means of communication and information dissemination, federal agencies must ensure that they continue to be as responsive as possible to the needs of the public, the private sector, other levels of government, and other federal agencies. Departmental Management (DM) must promote leading-edge technologies, collaboration, and technology transformation across the Department, ensuring alignment with mission requirements, goals, and objectives in order to deploy and maintain systems able to perform at the highest levels.

Achieving organizational and management excellence is a goal that requires extensive interaction and coordination among entities throughout the Department. DM—consisting of the Offices of the Secretary, Deputy Secretary, Chief Financial Officer and Assistant Secretary for Administration, Chief Information Officer, and General Counsel—provides the policies and guidelines that support the management infrastructure the Department needs to carry out its mission.

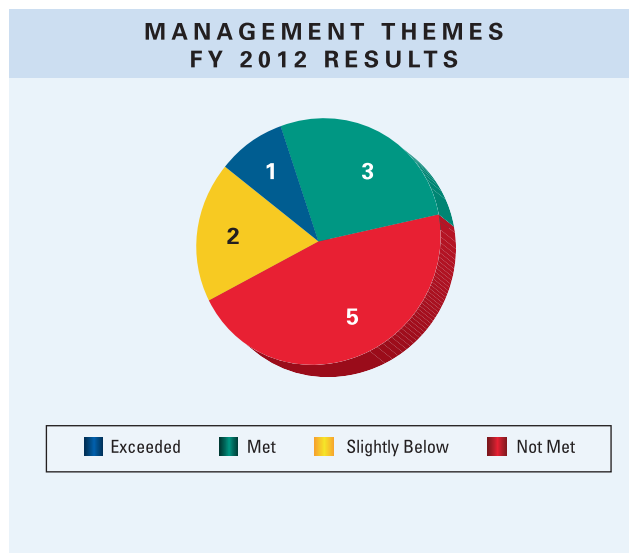
The Department must have the capacity to do business with the public and its partner agencies, both as a more than \$8 billion worldwide enterprise, and as an integrated set of individual programs. This requires that it identify, adopt, and maintain business practices essential to successful operations; 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.

PERFORMANCE RESULTS

For the Management themes (Customer Service, Organizational Excellence, and Workforce Excellence), in FY 2012, the Department met or exceeded 36 percent of the targets it had set for the year.

Some of the significant accomplishments that the Department had include the following:

BusinessUSA expanded the Department’s customer service initiative, streamlining access to enterprise assistance resources across the entire federal government by launching a new online platform, Business.USA.gov, to help small businesses and exporters of all sizes find information about available federal programs without having to waste time and resources navigating the federal bureaucracy.



The BusinessUSA.gov Web site was created with the customer in mind. BusinessUSA reached out to businesses and sought input as to what they would like to see from a Web site when it comes to finding federal government resources. Their feedback led to the creation of dynamic functionality in the BusinessUSA.gov Web site including: robust search engines, five content category “swim” lanes, dynamic content sorting and filtering, direct contact information for program resources, related resources, discoverable events, state and local resources, and more.

BusinessUSA combined information and services from 10 different government agencies through one consolidated Web site. It greatly enhanced the Department’s capability to promote more resources to customers. It also multiplied the number of business-related resources to nearly 1,000 federal-wide, state, and local resources by the end of FY 2012. In addition, over 100 success stories were captured online and nearly 4,000 local business events were captured and promoted via BusinessUSA.gov. Although the BusinessUSA Web site was officially launched on February 17, 2012, it had over 1.5 million pages viewed, with nearly 560 thousand unique visitors, and recorded an average use time of nearly 6.5 minutes on the site.

CommerceConnect also transitioned its former call center operations to a new BusinessUSA Contact Center at 1-800-FED-INFO. The new contact center is designed to compliment BusinessUSA and support caller questions and emails received. The new contact center will also implement a phased approach to conducting “warm hand-offs” between the contact center and partner agencies beginning in FY 2013.

In FY 2012, the OIG issued 30 audit and evaluation reports that highlighted major Departmental challenges and made recommendations to improve the Department’s operations. The OIG identified \$112.6 million in financial benefits in audit and evaluation recommendations, including \$104.7 million from a cost-plus-award-fee and award-term processes audit of NOAA. The OIG issued several recommendations to improve IT security, the management of risks in the acquisition and development of the next generation of environmental satellites, as well as the Department’s Acquisition Human Capital Plan and its Office of Acquisition Management. The OIG continued its proactive approach to monitoring the Broadband Technology Opportunities Program (BTOP) by providing NTIA with recommendations to enhance its administration of a critical American Recovery and Reinvestment Act (ARRA) of 2009 program. On the investigative front, the OIG participated in criminal and civil cases that resulted in financial recoveries to the government totaling more than \$63.2 million, as well as significant judicial and administrative actions. Among these successes were the guilty pleas from two NOAA grant recipients for theft, the indictment of an NTIA grant recipient for fraud and theft, a guilty plea from a Georgia resident who assaulted a Census enumerator, and a 23-year prison sentence given to a former Census Bureau employee for attempted murder.

The following table shows the three-year results of key performance measures related to this theme. A 10-year history of all the performance measures related to this theme is available in the FY 2012 PAR available on the Department’s Web site at <http://www.osec.doc.gov/bmi/budget/>.

KEY PERFORMANCE MEASURES	2010 Results	2011 Results	2012 Target	2012 Results	2012 Rating
Number of referrals made (Customer Service)	New	New	1,100	703	Not Met
Number of companies engaged – field operations (Customer Service)	New	New	400	401	Met
Improve the management of information technology (Organizational Excellence)	<ul style="list-style-type: none"> IT investments had cost/schedule overruns and performance shortfalls < 10% Completed security and vulnerability assessments Implemented cybersecurity development program Deployed national security and emergency network in the development environment 	<ul style="list-style-type: none"> All IT investments within 10% of cost and schedule Reviews completed 89% completion rate NCS D 3-10 did not receive funding 	<ul style="list-style-type: none"> IT investments have cost/schedule overruns and performance shortfalls averaging <10% Perform IT security compliance review of all operating units Increase security training to 80% Deploy 80% of required NCS D 3-10 communications capabilities 	<ul style="list-style-type: none"> 75% of major IT investments have cost/schedule overruns and performance shortfalls <10% Conducted IT security compliance checks of all operating units Trained Authorizing Officials and System Owners with quarterly workshops. Achieved greater than 85% of required security training for privileged users (role-based). Currently at 50% of NCS D capabilities. 	Met
Dollar value of financial benefits identified by the OIG (Organizational Excellence)	\$126.9M	\$47.8M	\$39.0M	\$175.81M ¹	Exceeded
Provide accurate and timely financial information and conform to federal standards, laws, and regulations governing accounting and financial management (Organizational Excellence)	<ul style="list-style-type: none"> One significant deficiency was not eliminated Completed FY 2010 A-123 assessments 	<ul style="list-style-type: none"> Eliminated significant deficiency Completed A-123 assessments 	<ul style="list-style-type: none"> Eliminate any significant deficiency within 1 year of determination that there is one Complete FY 2011 A-123 assessment of internal controls 	<ul style="list-style-type: none"> Eliminated significant deficiency Completed A-123 assessments 	Met

(Continued)

KEY PERFORMANCE MEASURES <i>(continued)</i>	2010 Results	2011 Results	2012 Target	2012 Results	2012 Rating
Acquire and maintain diverse and highly qualified staff in mission-critical occupations (Workforce Excellence)	<ul style="list-style-type: none"> Produced competency models for four occupations Established hiring process baseline of 133 days Trained 98 participants via leadership programs and 181 employees via Careers in Motion 	<ul style="list-style-type: none"> Four mission-critical occupations 83 days 103 participants in leadership development 382 participants in Careers in Motion 	<ul style="list-style-type: none"> Have new competency models in place for three mission critical occupations Meet or exceed the 80 day hiring goals Train 100-200 participants on leadership development programs Train 180-200 participants via Careers in Motion 	<ul style="list-style-type: none"> 84 days 122 participants in leadership development 711 participants in Careers in Motion 	Met
Regarding whether a target was met, the color scheme is as follows: Blue = Exceeded; Green = Met; Yellow = Slightly Below; Red = Not Met ¹ Results have been updated since the publication of the FY 2012 PAR.					

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 2012 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 Measures	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.		
2012 Target	5,900		
2012 Actual	5,083		
Explanation for not meeting target	US&FCS missed the annual target for this goal primarily due to continued decreases in client-facing staff. In FY 2012, US&FCS's domestic field decreased by 21 trade specialists and its international Locally Engaged Staff decreased by more than 40. In FY 2013, US&FCS will move aggressively to fill staffing vacancies across its service.		

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 2011 levels of 28.0 and 33.7 months respectively by the end of 2013, as well as the patent backlog.		
BUREAU	U.S. PATENT AND TRADEMARK OFFICE (USPTO)		
Performance Measures	First Action Patent Pendency	Final Action 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.
2012 Target	22.6	34.7	615,300
2012 Actual	21.9	32.4	608,283

GOAL	WEATHER READY NATION: Improve local weather warnings and lead times.
BUREAU	NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)
Performance Measures	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.
2012 Target	42
2012 Actual	53

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 75,000.			
BUREAU	NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION (NTIA)			
Performance Measures	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 is funding projects that provide broadband service in unserved areas and enhance broadband service in underserved areas of the United States. The BTOP portfolio of projects initially included 123 infrastructure projects totaling \$3.5 billion in federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. BTOP infrastructure projects are deploying a variety of technologies and approaches to enhance the Nation's broadband capabilities. This measure's target is the number of miles of network (e.g., fiber, microwave) deployed using BTOP funding. The American Recovery and Reinvestment Act (ARRA) provided all of BTOP's grants funding.	ARRA places a high priority on deploying and enhancing broadband capabilities for community anchor institutions such as libraries, hospitals, schools, and public safety entities. The BTOP portfolio of projects initially included 123 infrastructure projects totaling \$3.5 billion in federal grant funds to construct broadband networks and to connect "community anchor institutions" such as schools, libraries, hospitals, and public safety facilities. This measure's target is the number of anchor institutions connected with new or improved broadband capabilities. ARRA provided all of BTOP's grants funding.	BTOP grants are funding 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.
2012 Target	50,000	10,000	35,000	350,000
2012 Actual (as of 6/30/2012)	72,152	10,045	36,347	388,679

FINANCIAL HIGHLIGHTS

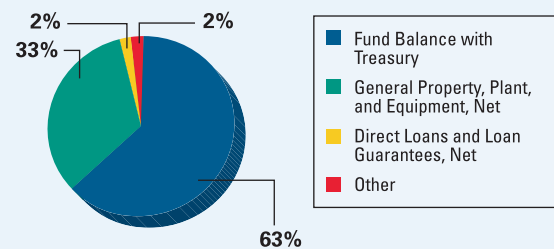
(Dollars in Thousands)	Percentage Change	FY 2012	FY 2011
As of September 30, 2012 and 2011			
Condensed Balance Sheets:			
ASSETS:			
Fund Balance with Treasury	-11%	\$ 19,261,281	\$ 21,661,030
General Property, Plant, and Equipment, Net	+20%	10,000,512	8,362,263
Direct Loans and Loan Guarantees, Net	+1%	570,348	566,250
Other	-27%	587,406	809,498
TOTAL ASSETS	-3%	\$ 30,419,547	\$ 31,399,041
LIABILITIES:			
Unearned Revenue	+1%	\$1,386,503	\$1,374,524
Federal Employee Benefits	+5%	851,211	808,482
Accounts Payable	+5%	452,901	431,735
Accrued Grants	+7%	635,856	595,721
Debt to Treasury	+3%	554,281	540,001
Accrued Payroll and Annual Leave	0%	580,715	578,952
Other	-8%	241,846	261,713
TOTAL LIABILITIES	+2%	\$ 4,703,313	\$ 4,591,128
NET POSITION:			
Unexpended Appropriations	-27%	\$ 6,716,434	\$ 9,219,657
Cumulative Results of Operations	+8%	18,999,800	17,588,256
TOTAL NET POSITION	-4%	\$ 25,716,234	\$ 26,807,913
TOTAL LIABILITIES AND NET POSITION	-3%	\$ 30,419,547	\$ 31,399,041
For the Years Ended September 30, 2012 and 2011			
Condensed Statements of Net Cost:			
<i>Theme 1: Economic Growth</i> Net Program Costs	+36%	\$ 3,902,083	\$ 2,865,357
<i>Theme 2: Science and Information</i> Net Program Costs	-8%	3,635,663	3,955,362
<i>Theme 3: Environmental Stewardship</i> Net Program Costs	-11%	2,144,275	2,413,081
TOTAL NET COST OF OPERATIONS	+5%	\$ 9,682,021	\$ 9,233,800
Total Gross Costs	+5%	\$ 13,018,305	\$ 12,419,854
Less: Total Earned Revenue	+5%	(3,336,284)	(3,186,054)
Total Net Cost Of Operations		\$ 9,682,021	\$ 9,233,800

REVIEW OF FINANCIAL POSITION AND RESULTS

ASSETS

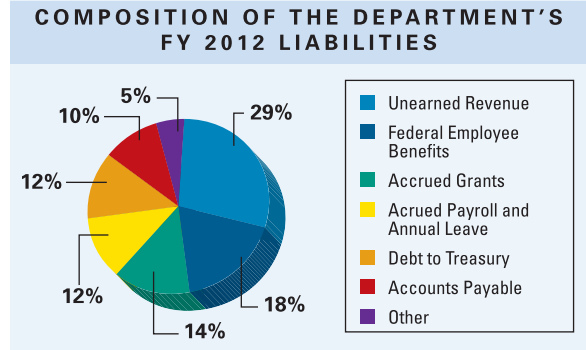
The Department had total assets of \$30.4 billion as of September 30, 2012. This represents a decrease of \$979 million or 3 percent over total assets of \$31.4 billion at September 30, 2011. Fund Balance with Treasury decreased \$2.4 billion or 11 percent, from \$21.7 billion to \$19.3 billion, primarily due to a \$1.7 billion decrease in Fund Balance with Treasury for NTIA's Broadband Technology Opportunities Program (BTOP) under the American Recovery and Reinvestment Act (ARRA) mainly as a result of a significant decrease in payments to grantees, and also due to a \$215 million decrease in Fund Balance with Treasury for NIST's ARRA funds for construction of research facilities and for scientific and technical research and services. General Property, Plant, and Equipment, Net increased \$1.6 billion or 20 percent, mainly due to an increase in NOAA Construction-in-progress of \$1.6 billion, primarily for satellite programs. Other Assets decreased by \$222 million or 27 percent, primarily due to a decrease of \$109 million in Advances to the Federal Emergency Management Agency related to NTIA's Public Safety Interoperable Communications Program and a \$93 million decrease in Advances for NOAA's Pacific Region Center construction project.

COMPOSITION OF THE DEPARTMENT'S FY 2012 ASSETS



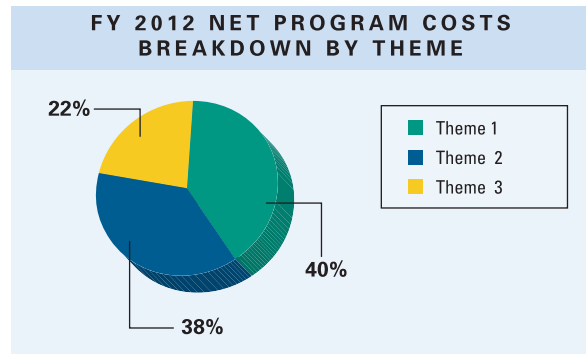
LIABILITIES

The Department had total liabilities of \$4.7 billion as of September 30, 2012. This represents an increase of \$112 million or 2 percent as compared to total liabilities of \$4.6 billion at September 30, 2011. Federal Employee Benefits increased by \$43 million or 5 percent, primarily due to an increase of \$54 million in the NOAA Corps Retirement System Liability. Accrued Grants increased by \$40 million or 7 percent, primarily due to an increase for EDA of \$36 million for economic development grants. Accounts Payable increased by \$21 million or 5 percent, primarily due to an increase in NOAA's Accounts Payable of \$40 million, mainly related to NOAA's satellites and weather systems.



NET COST OF OPERATIONS

In FY 2012, the Department's Net Cost of Operations amounted to \$9.7 billion, which consists of Gross Costs of \$13.0 billion less Earned Revenue of \$3.3 billion. Theme 1 includes Gross Costs of \$6.5 billion related to enabling economic growth through innovation and entrepreneurship, market development and commercialization, and trade promotion and compliance. Theme 2 includes Gross Costs of \$4.2 billion related to promoting science and information by generating and communicating new cutting-edge scientific understanding of technical, economic, social, and environmental systems. Theme 3 includes Gross Costs of \$2.3 billion related to promoting economically-sound environmental stewardship and science.



The Theme 1 increase in FY 2012 Net Program Costs over FY 2011 of \$1.0 billion or 36 percent is primarily due to an increase in Gross Costs of \$973 million for NTIA's BTOP mainly as a result of significantly increased grantee costs incurred. The Theme 2 decrease in FY 2012 Net Program Costs over FY 2011 of \$320 million or 8 percent is primarily due to decreased costs of \$332 million for Census Bureau's Decennial and Periodic Censuses major program, including decreased costs for IT, surveys, field data collection, and other costs. The Theme 3 decrease in FY 2012 Net Program Costs over FY 2011 of \$269 million or 11 percent is primarily due to a \$342 million decrease in NOAA Gross Costs, including a \$111 million decrease in costs related to the 2010 Deepwater Horizon oil spill, a \$36 million decrease in ARRA habitat restoration grants costs, and decreases in costs for the National Weather Service and the National Centers for Coastal Ocean Science program.

SUMMARY OF FINANCIAL MANAGEMENT AUDIT AND MANAGEMENT ASSURANCES

Presented below is a summary of financial statement audit and management assurances for FY 2012. Table 1 relates to the Department's FY 2012 financial statement audit, which resulted in an unqualified opinion with one material weakness. 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	0	1	0	0	1
Total Material Weaknesses	0	1	0	0	1

Table 2. Summary of Management Assurances

EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA § 2)						
Statement of Assurance:		Qualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
NOAA Financial Management Oversight	0	1	0	0	0	1
Total Material Weaknesses	0	1	0	0	0	1
EFFECTIVENESS OF INTERNAL CONTROL OVER OPERATIONS (FMFIA § 2)						
Statement of Assurance:		Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Reassessed	Ending Balance
No Material Weaknesses	0	0	0	0	0	0
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
No Non-Conformance Issues	0	0	0	0	0	0
Total Non-Conformances	0	0	0	0	0	0
COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT (FFMIA)						
	Agency			Auditor		
Overall Substantial Compliance	Yes			Yes		
1. System Requirements				Yes		
2. Accounting Standards				Yes		
3. USSGL at Transaction Level				Yes		

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, 2011, through May 31, 2012.

SUMMARY OF ACTIVITY ON AUDIT REPORTS
JUNE 1, 2011 THROUGH MAY 31, 2012

	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	18	\$7,058,996	4	\$2,010,729	22	44
New Reports ⁴	15	26,818,083	5	1,787,209	26	46
Total Reports ⁴	33	33,877,079	9	3,797,938	48	90
Reports Closed	(8)	(1,954,976)	(3)	(1,394,555)	(17)	(28)
Ending Balance ⁴	25	\$31,922,103	6	\$2,403,383	31	62

1. Disallowed costs are questioned costs that management has sustained or agreed should not be charged to the government.

2. "Funds to be put to better use" refers to any management action to implement recommendations where funds should be applied to a more efficient use.

3. Includes management, contract, grant, loan, and financial statement audits with nonmonetary recommendations.

4. These numbers have been updated since the publication of the FY 2012 PAR.

INDEPENDENT AUDITORS REPORT

SUMMARY

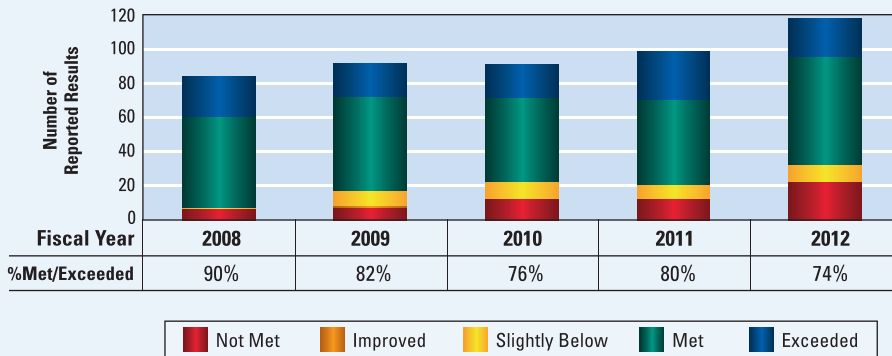
Appearing in the FY 2012 PAR, in its audit of the Department, KPMG stated that:

"As stated in our opinion on the consolidated financial statements, we concluded that the Department's consolidated financial statements as of and for the years ended September 30, 2012 and 2011, are presented fairly, in all material respects, in conformity with U.S. generally accepted accounting principles. As discussed in Note 18 to the consolidated financial statements, the Department changed its presentation for reporting the combined statement of budgetary resources in fiscal year 2012, in compliance with Office of Management and Budget (OMB) Circular No. A-136, *Financial Reporting Requirements*. Our consideration of internal control over financial reporting resulted in identifying one deficiency, related to weaknesses in financial management oversight at the National Oceanic and Atmospheric Administration (NOAA) that we consider to be a material weakness, and one deficiency, relating to the Department's information technology security, access and configuration management controls, that we consider to be a significant deficiency, as defined in the Internal Control Over Financial Reporting section of this report. The results of our tests of compliance with certain provisions of laws, regulations, contracts, and grant agreements disclosed one matter of noncompliance, relating to the *Antideficiency Act*, that is required to be reported under *Government Auditing Standards*, issued by the Comptroller General of the United States, and OMB Bulletin No. 07-04, *Audit Requirements for Federal Financial Statements*, as amended."

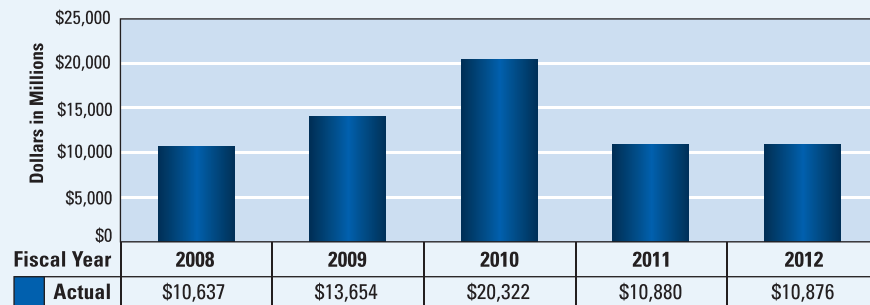
The full text of this auditors' report can be found in the Financial Section of the FY 2012 PAR, located at http://www.osec.doc.gov/bmi/budget/12PAR/DOCFY12PAR_Financial.pdf.

FIVE YEAR HISTORY OF PERFORMANCE, FUNDING, AND FTE

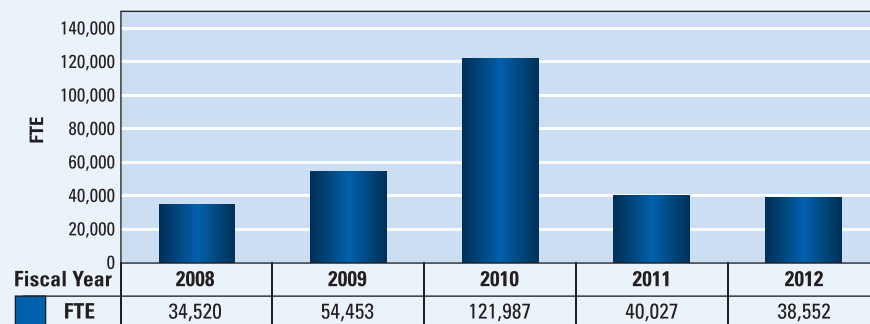
PERFORMANCE RESULTS



OBLIGATIONS



FULL-TIME EQUIVALENT (FTE)





DEPARTMENT OF COMMERCE WEB ADDRESSES

FOR PLANNING AND PERFORMANCE

Department of Commerce

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

Department of Commerce Strategic Plan,
Performance Reports and Performance Plans
http://www.osec.doc.gov/bmi/budget/budgetsub_perf_strategicplans.htm

Economic Development Administration

Annual Reports
http://www.eda.gov/pdf/FY2011_EDA_Annual_Report.pdf

International Trade Administration

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

Minority Business Development Agency

Portal/Annual Report
<http://www.mbda.gov>

Bureau of Industry and Security

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

Census Bureau

<http://www.census.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 2010-FY 2014
http://bea.gov/about/pdf/strategic_plan_matrix_2010-2014.pdf
- ◆ Release Dates for 2012
http://www.bea.gov/newsreleases/news_release_sort_national.htm

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>
- ◆ NIST Manufacturing Extension Partnership Reports
<http://www.mep.nist.gov/reports.cfm>

National Technical Information Service

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

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 Telecommunications and Information Administration

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

National Oceanic and Atmospheric Administration

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

Office of Inspector General

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

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For additional copies of the FY 2012 Citizens' Report, please contact the Department of Commerce, Office of Budget, 202-482-4648, or refer to the people noted above under Departmental Management.