Strategic Plan | 2022 – 2026 ~ Innovation, Equity, and Resilience: Strengthening American Competitiveness in the 21st Century

This strategic plan summarizes key strategies that will drive progress in the Department's five goal areas. It is designed to cascade throughout the Department and serves as an overarching guide for allocating the resources needed to achieve the Department's long-term economic and social outcomes.

Department leaders and employees will use this plan to transform strategies into actions, then actions into results. For each strategic objective, they will create an action plan, routinely measure and review progress toward the objective, and evaluate how the objective's strategies should be adjusted and improved.

Contents

U.S. Department of Commerce (DOC)

Stakeholder(s):

Gina Raimondo :
U.S. Secretary of Commerce

DOC Offices & Bureaus :
The Department's headquarters offices and component bureaus, listed below, implement over 225 budgeted programs and activities:

Office of the Secretary (OS)

Office of Inspector General (OIG)

Bureau of Economic Analysis (BEA)

Bureau of Industry and Security (BIS)

Census Bureau (Census)

Economic Development Administration (EDA)

International Trade Administration (ITA)

Minority Business Development Agency (MBDA)

National Institute of Standards and Technology (NIST)

National Oceanic and Atmospheric Administration (NOAA)

National Technical Information Service (NTIS)

National Telecommunications and Information Administration (NTIA)

Office of the Undersecretary for Economic Affairs (OUSEA)

U.S. Patent and Trademark Office (USPTO)

DOC Workforce :
As of January 2022, the Department had approximately 47,000 employees. The Department's workforce ranges from 321 uniformed service officers in the NOAA Commissioned Officer Corps, 263 diplomats who are Foreign Commercial Service Officers, 166 badged law enforcement officers in BIS, 8,961 patent examiners at USPTO, to more than 37,000 other civil service employees who deliver critical services directly to U.S.

businesses and the public. Six Department employees have received the Nobel Prize for work they performed at NIST.

American Public :
Impact on the American Public ~ The Department of Commerce's mission is to create the conditions for economic growth and opportunity for all communities.

Communities

Domestic Industries :
Through its 13 bureaus, the Department works to drive U.S. economic competitiveness, strengthen domestic industry, and spur the growth of quality jobs in all communities across the country.

Businesses :
The Department serves as the voice of business in the Federal Government, and at the same time, the Department touches and serves every American every day.

DOC Scientists :
The Department fosters the innovation and invention that underpin the U.S. comparative advantage. Its scientists research emerging technologies such as quantum computing and artificial intelligence (AI).

Companies :
Companies use NIST and NTIA laboratories to conduct research and development (R&D).

Commercial Space Industry :
NOAA advances R&D of the commercial space industry and climate science.

Climate Scientists

American Innovators :
USPTO's intellectual property (IP) protections ensure American innovators profit from their work.

Manufacturers :
The Department helps lay the foundation for a strong manufacturing and industrial base comprised of world class businesses.

Stakeholders (continued)

Technologists :
NIST develops and disseminates standards that allow technology to work seamlessly and business to operate smoothly.

Firms :
NIST, MBDA, and ITA support firms as they grow—adopting new technologies or processes, entering new export markets for the first time, investing in the U.S. market for the first time, accessing capital, and training workers.

Workers

Regions :
EDA prepares regions and communities for greater economic development and greater economic resilience.

Homeowners :
NTIA is working to bring reliable high-speed internet to all homes and businesses.

U.S. Businesses :
The Department promotes trade and commercial agreements that bring new opportunity to U.S. businesses and maintain national security.

International Collaborators :
The Department facilitates international collaboration to solve industrial challenges from supply chain resilience to decarbonization.

American Companies :
ITA provides market research and networking opportunities that help American companies begin exporting their products and services.

Exporters :
BIS enforces export controls that keep U.S. technology out of the wrong hands.

Clean Technology Vendors :
Recognizing the inextricable link between the economy and the environment, the Department will drive mitigation, adaptation, and resilience efforts that use bureau core competencies and support the President's whole-of-government approach to tackling the climate crisis. These efforts include acceleration of clean technology deployment, particularly through ITA's focus on clean technology exports; and providing actionable climate information and tools through NOAA's climate services.

Decision Makers :
The Department of Commerce provides vast amounts of data to inform better decisions for business, government, and the public, making it "America's data agency."

Weather Forecasters :
NOAA provides weather forecasts and climate models that help emergency managers keep Americans out of harm's way during extreme weather events.

Emergency Managers

Households :
The Census Bureau delivers essential data on the U.S. population and economy, including the decennial census of people and households.

Economists :
BEA produces the national economic accounts, including gross domestic product (GDP).

Data Users :
IP, trade, and scientific measurement data are among the other sets of information whose value the Department wants to maximize.

Vision

Economic growth and opportunity for all communities

Mission

To create the conditions for economic growth and opportunity for all communities.

Values

Innovation

Equity

Resilience

Innovation

Competitiveness

Sustainability

1. Innovation & Competitiveness

Drive U.S. Innovation and Global Competitiveness

The Department of Commerce has long focused on advancing U.S. innovation and competitiveness. It is increasingly clear that innovation, economic security, and national security are deeply connected, and all rely on a resilient domestic industrial base, an effective innovation ecosystem, and strategic global engagement. This means the United States must prioritize investments in its people, infrastructure, technology, and supply chains. The Department will employ its multifaceted tools to strengthen the competitiveness of U.S. businesses, communities, and workers, while also engaging allies and partners to promote innovation, sustainability, and global security. To improve U.S. businesses' ability to compete abroad, the Nation needs to improve its capabilities at home. The Department will facilitate public-private collaboration to revitalize manufacturing and foster resilient supply chains that create quality jobs. These collaborations will solidify U.S. leadership in emerging technologies, including cutting-edge work in quantum computing, artificial intelligence (AI), 5G and 6G, and many more technologies still in development. Central to this work, the Department will promote accessible and effective intellectual property (IP) protection. These efforts will spur innovation, development, and commercialization in essential sectors like the semiconductor and commercial space industries. Commerce's programs and services will ensure U.S. businesses have a fair shot at accessing global markets. The Department will equip American workers and companies to compete across the globe and attract foreign investment. Engagement with allies and partners will advance common goals, including decarbonization, protecting open data flows, and creating standards for critical and emerging technology. This work will complement global engagement with defense against injurious practices of foreign firms or foreign governments. The Department will build back better by strengthening production, supply chain resilience, and innovation at home; facilitating trade and collaboration abroad; and defending U.S. businesses and communities against unfair trade practices.

1.1. Manufacturing & Supply Chains

Revitalize U.S. manufacturing and strengthen domestic supply chains

A strong industrial base is essential for U.S. national security, economic security, and technological leadership. The COVID-19 crisis has underscored the risks from fragile supply chains and weak domestic manufacturing capability. Bottlenecks in one corner of the world can wreak havoc on domestic industry, limit production, and impact jobs and families. Domestic production is also essential to innovation. Manufacturing contributes 58 percent of domestic research and development (R&D), and when production heads overseas, R&D often follows. Further, the manufacturing sector is the sixth largest employer in the United States, representing 11 percent of gross domestic product (GDP) and contributing $2.3 trillion to the economy. Communities and workers across the country know that manufacturing means good jobs and vibrant local economies. In partnership with the private sector, the Department will deploy manufacturing investments, technical assistance, community development tools, commercial dialogues, and industry data to revitalize domestic production and build resilient supply chains.

Stakeholder(s):

NIST :
Lead

EDA :
Contributing Bureau

BEA :
Contributing Bureau

ITA :
Contributing Bureau

BIS :
Contributing Bureau

MBDA :
Contributing Bureau

Census Bureau :
Contributing Bureau

NTIA :
Contributing Bureau

Performance Indicators

KPI 1.1.1 Manufacturing Technology Portfolio

Description	Type	Status	Start Date	End Date	U.S. Dollars
Value of advanced manufacturing technology portfolio within Commerce-spon-sored Manufacturing USA Institutes	Target	Unspecified			
	Actual				

KPI 1.1.2 SMEs Assisted

Description	Type	Status	Start Date	End Date	Number
The number of small and medium manufacturers who receive technical assistance to increase contributions into the domestic supply base of additional key products and critical technologies in the domestic supply base as defined in Executive Order 14017	Target	Unspecified			
	Actual				

KPI 1.1.3 Facilitation

Description	Type	Status	Start Date	End Date	Numbers
Facilitation of contracts, financing, jobs created and retained, and business capacity to underserved and minority-owned manufacturing businesses	Target	Facilitated			
	Actual				

1.1.1. Semiconductors

Advance U.S. leadership in semiconductors

Semiconductors are essential inputs to products across sectors, including the automotive, telecommunications, information technology (IT), and medical device industries. Demand for semiconductors is growing with the digitization of the economy, but production has not kept pace, leading to a shortage in 2020 and 2021. Further, the U.S. share of global production fell from 37 percent in 1990 to 12 percent at the start of 2022. In 2020, Congress authorized the Department to lead the Federal Government in rebuilding domestic production capacity and protecting technology leadership. To accomplish this, the Department will incentivize the expansion of domestic semiconductor manufacturing capacity, expand funding for R&D and R&D infrastructure, increase industry supply and demand transparency, and improve access to design and production capability for smaller firms. Additionally, the Department will support engagements with allies and other likeminded foreign partners to promote long-term semiconductor industry innovation and supply chain resilience.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.1.2. Supply Chains

Increase the resilience and diversity of critical, domestic supply chains

The COVID-19 pandemic has demonstrated that U.S. supply chains are fragile, as pandemic-related disruptions resulted in shortages of personal protection equipment and basic medical supplies. Resilient supply chains are critical for manufacturing operations, economic security, and national security. The Department will use multifaceted tools to support more secure and diversified supply chains. The National Institute of Standards and Technology (NIST) will leverage the Hollings Manufacturing Extension Partnership's (MEP) supply chain programs to strengthen the Nation's small and medium-sized firms that are core to domestic capacity. NIST researchers are working on applying blockchain technology to improve the transparency of supply chains across sectors, including reducing pathogens in food and biopharmaceuticals, and identifying counterfeit items. The International Trade Administration (ITA) will promote collaboration with governments, suppliers, and customers around the world to address geographic bottlenecks and improve transparency. ITA, the Bureau of Economic Analysis (BEA), and the Census Bureau will provide critical, sector-level research and analysis to U.S. Government agencies and decisionmakers to inform supply chain resilience efforts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.1.3. Technology & Manufacturing

Accelerate technology development and deployment in U.S. manufacturing

Technology development and deployment is essential for U.S. manufacturers to bring products to market more quickly, improve their productivity and competitiveness, and grow their market share in the global economy. NIST will leverage the Manufacturing USA Institutes, MEP, and the NIST Laboratories to accelerate the development, deployment, and adoption of productivity and competitiveness-enhancing technologies. The NIST Laboratories will deliver the measurements, technologies, and standards to catalyze widespread adoption of transformative, competitiveness-enhancing technologies like AI, interactive robotics, and connected systems by U.S. manufacturers. Manufacturing USA will provide the investments and precompetitive partnerships necessary to develop new advanced manufacturing processes and tools. Expanded efforts across the MEP network to enable more widespread access to and piloting of advanced technologies will help smaller U.S. manufacturers overcome technical challenges. Through a nationwide network of nonprofit or universityaffiliated grantees and Trade Adjustment Assistance Centers, the Economic Development Administration (EDA) will provide technical assistance to import-impacted U.S. manufacturers to develop and implement projects that target improved competitiveness and increased profitability job growth.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Emerging Technologies

Accelerate the development, commercialization, and deployment of critical and emerging technologies

To maintain its global leadership, the Nation must innovate more and innovate faster than the rest of the world. Entrepreneurship depends on innovation and market opportunities, which drive economic growth, create jobs, raise wages, and help Americans lead better lives. Department bureaus NIST, the National Oceanic and Atmospheric Administration (NOAA), and the National Telecommunications and Information Administration (NTIA) will conduct foundational and applied research in critical and emerging technologies, including quantum computing, AI, bioscience, advanced manufacturing, advanced communications, semiconductors, next-generation space and satellite technologies, and more. The Department will also work closely with industry to create the necessary conditions for innovation in the public and private sectors. This includes ensuring strong U.S. engagement and representation in the development of international standards and supporting the development of frameworks and best practices. MBDA and EDA will help drive domestic competitiveness by expanding the number of businesses and regions that contribute to the innovation economy and benefit from technological diffusion.

Stakeholder(s):

NIST :
Lead

BIS :
Contributing Bureau

EDA :
Contributing Bureau

ITA :
Contributing Bureau

MBDA :
Contributing Bureau

NOAA :
Contributing Bureau

NTIA :
Contributing Bureau

NTIS :
Contributing Bureau

Performance Indicators

KPI 1.2.1 Quantum SI Standards

Description	Type	Status	Start Date	End Date
International adoption of NIST Quantum System of Units (SI) Standards	Target	International Adoption		
	Actual			

KPI 1.2.2 Citations

Description	Type	Impact	Start Date	End Date	Number
Relative citation impact of NIST-authored publications	Target	Unspecified			
	Actual				

KPI 1.2.3 Staff Trained

Description	Type	Status	Start Date	End Date	Number
Number of U.S. Government staff trained to effectively coordinate, participate, and influence technical standards development	Target	Unspecified			
	Actual				

KPI 1.2.4 Participants

Description	Type	Status	Start Date	End Date	Number
Number of participants at outreach events hosted by NIST to identify opportunities for engagement and influence in critical and emerging technology standards development	Target	Unspecified			
	Actual				

KPI 1.2.5 Businesses

Description	Type	Status	Start Date	End Date	Number
Number of businesses using NIST research facilities	Target	Unspecified			
	Actual				

KPI 1.2.6 Technologies

Description	Type	Status	Start Date	End Date	Number
Number of new technologies licensed or brought to market as a result of EDA-sponsored activities	Target	Unspecified			
	Actual				

1.2.1. Research, Applications & Standards

Promote research, applications, and standards for emerging technologies such as quantum computing, AI, biotechnology, and advanced communications

Science and technology are rapidly evolving to integrate new capabilities across the economy, including in manufacturing processes, transportation systems, critical infrastructure, and health. While these innovations will contribute to the U.S. economy and quality of life, they have many associated challenges with interoperability, security, usability, performance, and resilience. The Department will address these challenges through measurement science and technology research, creating technical standards, establishing testbeds and joint partnerships, implementing programs that promote quality and enhance efficiency, and using emerging technologies for practical applications. Furthermore, by supporting collaborative equitable innovation ecosystems, EDA's innovation and entrepreneurship grant programs will promote technology development, commercialization, and startup companies that bring innovative products to market. NTIA will develop a National Spectrum Strategy to improve spectrum efficiency, spur innovation, and mitigate interference and operational concerns.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.2. Standards Development

Strengthen U.S. participation in technical standards development

Technically sound standards ensure interoperability, support commerce, and can provide opportunities for U.S. industry. In the face of increasing technological competition, the Department's leadership in research and standards development is critical to keeping America at the forefront of emerging technology. NIST will work with NTIA, the Bureau of Industry and Security (BIS), and ITA to strengthen U.S. Government coordination and engagement with stakeholders in standards development for critical and emerging technologies. Stronger U.S. participation will ensure the adoption and dissemination of standards that incorporate the highest technical expertise. NIST will work to increase diverse participation and leadership in standards developing committees, invest in relevant research activities, and support efforts to improve the overall stakeholder experience in standards development.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2.3. R&D

Strengthen the competitiveness of America's R&D ecosystem through inclusive commercialization and technology transfer of critical and emerging technologies

For the United States to maintain its position as the leading global innovation economy and to increase its competitiveness in the international marketplace, the Department will optimize technology transfer and support programs. This will improve the return on investment from the Department's R&D and grants programs. The Department will improve the transfer and commercialization of technology from Federal Government labs through efforts like NIST's lab-to-market program and by helping entrepreneurs access new technology and patent innovations. The Department will also invest in innovation ecosystems incentivizing partnerships between industry; institutions of higher education; nonprofits; and Federal, state, and local governments to promote a seamless innovation pipeline.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Cooperation & Commerce

Increase international cooperation and commerce

International commerce and cooperation support a growing number of American jobs across sectors, strengthen the competitiveness of U.S. industry at home and abroad, and advance U.S. policy interests. Achieving these objectives requires international cooperation to open markets and advance pro-innovation policies, increase commercial ties, and address global economic challenges. Compared to other industrialized nations, U.S. firms under-export and are underrepresented in foreign markets. Likewise, in recent years, the U.S. share of global foreign direct investment (FDI) flows have declined. The Department will support the growth of exports and FDI by expanding services to more businesses, ensuring more U.S. regions and workers benefit, including those from underserved communities. International partnerships are also necessary to tackle global economic challenges. The Department will support bilateral and multilateral engagements to address common goals, from decarbonization and fragile supply chains to R&D and innovation. By strengthening cooperation with allies and partners and working toward a global economic agenda based on shared principles, the Department will also meet parallel goals for domestic economic revitalization and competitiveness.

Stakeholder(s):

ITA :
Lead

BEA :
Contributing Bureau

Census Bureau :
Contributing Bureau

EDA :
Contributing Bureau

MBDA :
Contributing Bureau

NIST :
Contributing Bureau

NTIA :
Contributing Bureau

Performance Indicators

KPI 1.3.1 Export Clients

Description	Type	Status	Start Date	End Date	Number
Number of export clients assisted	Target	Unspecified			
	Actual				

KPI 1.3.2 Underserved Community Clients

Description	Type	Status	Start Date	End Date	Number
Number of underserved community clients assisted	Target	Unspecified			
	Actual				

KPI 1.3.3 Written Impact Narratives

Description	Type	Status	Start Date	End Date	Number
Number of commercial diplomacy and advocacy Written Impact Narratives (WIN)	Target	Unspecified			
	Actual				

KPI 1.3.4 Investment Clients

Description	Type	Status	Start Date	End Date	Number
Number of investment clients assisted	Target				
	Actual				

KPI 1.3.5 Investment Promotion WINs

Description	Type	Status	Start Date	End Date	Number
Number of investment promotion WINs	Target				
	Actual				

KPI 1.3.6 Facilitation

Description	Type	Status	Start Date	End Date
Facilitation of international contracts, financing, jobs created and retained, and business capacity to underserved and minority-owned exporters	Target	Facilitated		
	Actual			

1.3.1. Economic Engagement

Deepen economic engagement with allies and partners to promote a resilient, inclusive, and sustainable global economy

The Department will expand bilateral and multilateral engagement to address global challenges that threaten future U.S. economic prosperity, such as supply chain disruptions, climate change, unfair trade practices, and aging infrastructure. Through enhanced dialogues and regional initiatives that involve equities across all bureaus, the Department will work with likeminded partners to innovate and develop new technological

solutions and create regulatory conditions that promote fair market access and expand economic opportunities. It will further support governmentwide initiatives to modernize and develop infrastructure, especially in low and middle-income countries, and improve global workforce development efforts to provide equitable opportunities in emerging sectors. The Department will also work with partners and allies to advance the global digital economy, protect individual privacy, and facilitate collaboration on data governance and technology platform governance. Through these efforts, the Department will promote consistency, interoperability, and the free flow of data.

Stakeholder(s):

Allies   **Partners**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3.2. Exports

Increase U.S. exports by broadening access to the Department's network, programs, and services for U.S. small and medium-sized businesses with a focus on the Nation's underserved communities

The Department will refine its digital services to increase the number of clients assisted on its trade.gov website and better integrate customer relationship management systems that track services provided to businesses and the outcome of the assistance. These and other digital solutions will extend the Department's assistance to small and medium-sized enterprises in underserved communities that export at lower rates than other businesses. The Department will enhance its digital content to support clients throughout the exporting process, from identifying suitable foreign markets to business-to-business matchmaking opportunities. ITA will leverage its domestic network, partnerships with MBDA and EDA, and stakeholder engagement to assist businesses in underserved communities more effectively. This includes ITA's Rural Export Center and Global Diversity Export Initiative programs that collaborate with state and local officials, economic development organizations, and community leaders to bring export assistance to a diverse array of underserved businesses. As part of its outreach and export counseling, ITA will inform U.S. businesses of advantages from trade agreements. NIST will help small and mediumsized businesses thrive by providing Small Business Innovation Research grants, cybersecurity solutions, and export assistance.

Stakeholder(s):

U.S. Small Businesses   **Underserved Communities**

U.S. Medium-Sized Businesses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3.3. Foreign Government Contracts

Assist U.S. exporters seeking foreign government contracts or projects, and address policies or actions by foreign governments that impede the exports of U.S. goods and services

Worldwide competition for foreign government contracts is more aggressive than ever. U.S. exporters often face competitors, including state-sponsored firms that may have government support or an unfair advantage. To

ensure U.S. exporters compete on a level playing field for foreign government contracts and projects, ITA's Advocacy Center, with the U.S. Commercial Service overseas offices and interagency support, counters foreign malign influences and provides commercial advocacy assistance to U.S. exporters. Additionally, by collaborating closely with U.S. industry partners and relying on a global network of experts, ITA tracks and addresses foreign government policies and practices that present barriers to U.S. exports and business overseas.

Stakeholder(s):

U.S. Exporters   **Foreign Governments**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3.4. Foreign Direct Investment

Attract job-supporting foreign direct investment (FDI) into the United States

SelectUSA identifies and assists U.S. communities that have potential to attract job-supporting FDI into the United States. Specifically, ITA's SelectUSA program provides data and research products, organizes investment promotion events, and conducts one-on-one client counseling in promising markets. These efforts demonstrate U.S. competitiveness and value to high-impact international business investors. ITA's signature investment promotion event, the SelectUSA Investment Summit, brings foreign investors and local economic development officials together. SelectUSA also coordinates foreign investment promotion with state and local agencies and is the chair of the Interagency Investment Working Group of more than 20 agencies. The Working Group aligns industry and community-specific initiatives and Administration initiatives like supply chain resilience, infrastructure, and clean energy. To ensure this work benefits all Americans, the Department will identify underserved communities that need additional outreach to local Economic Development Organizations to attract job-supporting investments.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4. National Security & Trade

Protect national security interests and enforce trade rules

U.S. technologies should not be misappropriated in ways that harm national security or foreign policy. Through the application and enforcement of export controls and participation in the Committee on Foreign Investment in the United States, the Department will guard against threats, including the unauthorized use of U.S. technology for purposes contrary to American interests. Additionally, free and fair trade requires participants to adhere to transparent rules and to uphold their obligations. The Department will work to protect U.S. industry against the harmful and distorting effects of unfair trade. Through trade remedies, the Department will ensure American companies and workers are able to compete on a level playing field at home and abroad.

Stakeholder(s):

BIS :
Lead

NIST :
Contributing Bureau

ITA :
Contributing Bureau

Performance Indicators

KPI 1.4.1 Effective Actions

Description	Type	Status	Start Date	End Date	Number
Number of actions resulting in a deterrence or prevention of a violation, and cases resulting in a criminal or administrative charge	Target	Unspecified			
	Actual				

KPI 1.4.2 Timely Referrals

Description	Type	Status	Start Date	End Date	Percentage
Percentage of licenses requiring interagency referral referred within nine days	Target	Unspecified			
	Actual				

: [To be determined]

KPI 1.4.3 Licenses

Description	Type	Status	Start Date	End Date	Percentage
Percentage of licenses requiring Information Triage Unit report completed by Export Enforcement within 10 Executive Order days of referral	Target	Unspecified			
	Actual				

KPI 1.4.4 End-User Checks

Description	Type	Status	Start Date	End Date	Number
Number of end-use checks	Target	Unspecified			
	Actual				

KPI 1.4.5 Timely AD/CVD Determinations

Description	Type	Status	Start Date	End Date	Percentage
Percentage of antidumping and countervailing duty (AD/CVD) determinations issued within statutory and regulatory deadlines	Target	Unspecified			
	Actual				

KPI 1.4.6 Cases Resolved

Description	Type	Status	Start Date	End Date	Number
Number of trade agreements compliance cases resolved successfully	Target	Unspecified			
	Actual				

1.4.1. Exports & Foreign Investments

Administer and enforce export controls and foreign investment restrictions to protect against inappropriate use of U.S. technologies

BIS will work with interagency partners to enhance the application and enforcement of export controls. BIS will implement changes from the multilateral export control regimes in an expeditious manner and will administer an efficient export licensing system. Also, BIS will use both public and nonpublic resources to identify parties misappropriating U.S. technologies and consider additions to proscribed party lists and development of new end-use or end-user controls specifically tailored to the parties or activities of concern. To strengthen the effectiveness of its export controls, BIS will expand plurilateral and bilateral cooperation with allies and likeminded countries specific to export control policy and information sharing. BIS will also detect and aggressively investigate potential violations by monitoring exports, conducting end-use verifications, reviewing tips and disclosures, and leveraging interagency data fusion and analysis efforts. Additionally, the Department will share information with industry about illicit acquisition attempts and best practices. Finally, ITA and BIS will work within the Committee on Foreign Investment in the United States to prevent investment into sensitive U.S. technologies by foreign actors that could raise national security concerns.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4.2. Dumping & Countervailing Duties

Enforce U.S. antidumping and countervailing duty trade remedy laws

The Department will defend U.S. industries and workers against foreign competitors' injurious and unfair trade practices by administering U.S. antidumping and countervailing duty (AD/CVD) laws, along with monitoring the operation of U.S. trade agreements and seeking full compliance with foreign governments' obligations under these agreements. ITA will enforce AD/CVD laws by conducting investigations based on U.S. industry petitions that allege material injury or the threat of material injury due to dumping or unfair subsidization of imports. When American workers believe they may be injured by such practices, ITA's petition counseling helps them better understand trade remedy laws, their rights under these laws, and the requirements for initiating an ITA investigation. ITA will also conduct regular reviews and other types of proceedings under the law to ensure continued enforcement. Furthermore, ITA will vigorously defend the results of U.S. AD/CVD determinations before domestic courts and international tribunals. ITA will continuously monitor the operation of U.S. multilateral, regional, and bilateral trade agreements to ensure that foreign governments honor agreement disciplines. In the event of violations, ITA coordinates across the Department, the U.S. Government, and the affected industry to bring the offending government back into compliance as soon as possible.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4.3. Emerging Technologies

Identify and protect emerging technologies essential to national security

Through consultation with industry, academia, research institutions, technical advisory committees, other U.S. Government agencies, and allied governments, BIS identifies emerging technologies essential to national security and then implements and enforces appropriate export controls. BIS works with government agencies that conduct or fund research relevant to emerging technologies, identifies proposed new controls for public comment, and implements new controls through multilateral export control regimes. As it reviews emerging technologies, BIS considers how new controls could impact their domestic development. This work safeguards U.S. economic and national security. It solidifies U.S. leadership in critical and emerging technologies and is an essential complement to the Department's Strategic Objective 1.2, Accelerate the development, commercialization, and deployment of critical and emerging technologies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5. Intellectual Property

Promote accessible, strong, and effective intellectual property rights to advance innovation, creativity, and entrepreneurship

Strong intellectual property (IP) systems fuel investments in research and innovation, spur new businesses, protect consumers from counterfeit goods, and promote economic competitiveness. To unleash the full potential of the U.S. economy and build back better, the Department will make continued strides to ensure equitable and affordable access to the benefits of IP protection. The Department will resolve and deliver IP rights in a timely manner while ensuring granted protections are clear and valid. This will curb abusive behaviors within the IP system.

Stakeholder(s):

USPTO :
 Lead

ITA :
 Contributing Bureau

Performance Indicators

KPI 1.5.1 Patent Review Timeframes Compliance

Description	Type	Status	Start Date	End Date	Percentage
Percent compliance with required patent review timeframes for all mailed actions	Target	Unspecified			
	Actual				

KPI 1.5.2 Patent Review Timeframes Compliance

Description	Type	Status	Start Date	End Date	Percentage
Percent compliance with required patent review timeframes for remaining inventory	Target	Unspecified			
	Actual				

KPI 1.5.3 Patent Compliance

Description	Type	Status	Start Date	End Date	Percentage
Patent statutory compliance, all statutes	Target	Complete Compliance			100
	Actual				

KPI 1.5.4 Processing Time

Description	Type	Unspecified	Start Date	End Date	Days
Average processing time for trademark applications	Target				
	Actual				

KPI 1.5.5 Countries

Description	Type	Status	Start Date	End Date	Percentage
Percentage of prioritized countries for which intellectual property (IP) country teams have made progress on at least three of the four performance criteria specified in Strategy 4	Target	Unspecified			
	Actual				

1.5.1. IP System

Improve equitable and affordable access to the IP system

All Americans—regardless of race, gender, geography, or economic conditions—should have the opportunity to innovate and reap the rewards from innovation through entrepreneurship and commercialization. The U.S. Patent and Trademark Office (USPTO), working with the Council for Inclusive Innovation and other partners, notably the Small Business Administration, will design a program to help underrepresented groups access IP protection. USPTO will assist independent inventors and small businesses to locate resources available through other agencies to support the launch and marketing of their innovations and obtain protection for IP in U.S. and foreign markets. ITA will leverage its public-private partnership program to improve equity of access to export

assistance resources, including on IP protection. The Department will continue to take steps to improve the data available to identify and address inequities in access to the U.S. IP system.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5.2. Patents

Enhance patent quality and compact prosecution

An effective patent system provides timely issuance of highquality patent rights. In exchange for exclusive rights, the publication of patented inventions spurs innovation and enables others to build on that innovation. Patents must be reliable to give businesses the certainty they need to take their products to market and make timely and cost-effective decisions. USPTO will continue to improve both patent quality and processing timeframes. USPTO will increase patent examiners' access to prior art or inventions by expanding search tools to retrieve both U.S. and foreign patent documents. Retrieving potentially relevant art or inventions at the earliest stage of prosecution will lead to higher-quality patents. USPTO will explore new opportunities to adjust the time allotted to patent examiners to review applications. To promote efficient, timely prosecution and clarity of the record, it will assess and adjust processes and the prosecution options available to applicants. USPTO will also improve collaboration and information sharing with foreign patent offices.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5.3. Trademarks

Reduce trademark pendency and protect the integrity of the register

Trademark filings have risen rapidly in recent years, as have bad faith filings and fraudulent activity. USPTO will further refine its capacity to manage fluctuations in demand and respond to the constantly evolving approaches to fraudulent trademark filings. It will also use authorities provided by the new Trademark Modernization Act (TMA) to reduce the initial amount of time applicants have to respond to office actions from six months to three months to expedite the application process but with an option to extend the required response time for a fee. The TMA will also provide USPTO and trademark owners with additional tools to address increased incidences of improper and fraudulent behavior. USPTO will establish an examiner training academy and streamline work through enhanced IT. Implementation of the new expungement and re-examination proceedings will allow USPTO and trademark owners to cancel unused registrations. Using the TMA as a foundation, USPTO will work with stakeholders, both foreign and domestic to issue trademarks that have true and lasting value.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.5.4. IP Abroad

Protect and enforce IP abroad

Inventors and brand owners wishing to protect their IP abroad rely on the strength of other countries' policies and enforcement mechanisms. Leveraging a network of Federal partners, the Department will redouble efforts to improve IP systems abroad through four performance criteria. The first is institutional improvements of IP office administration for advancing IP rights. The second is institutional improvements of IP enforcement entities. The third is improvements in IP laws and regulations, and the fourth is establishing government-to-government cooperative mechanisms. USPTO and ITA will promote U.S. IP interests in international forums and standard setting processes, as well as maintain high standards for IP protection and enforcement in future trade areas. USPTO will ensure trading partners abide by international IP commitments by using tools such as Section 301 reports published by the U.S. Trade Representative that review the global state of IP rights protection and enforcement. USPTO will help lead efforts to improve IP systems in other countries and will advise the State Department on IP issues that arise in international forums, including the G7 and G20. To monitor progress on international efforts to improve IP office administration, enforcement, laws, and regulations, USPTO will establish new cooperative frameworks. Further, to ensure businesses of all sizes are aware of international enforcement mechanisms, USPTO will coordinate with Federal partners, including the Copyright Office and the Small Business Administration, to enhance the effectiveness of education on best practices to protect IP.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.6. Cybersecurity & Networks

Improve the Nation's cybersecurity and protect Federal Government networks

The Nation faces relentless and increasingly sophisticated cyberattacks that threaten its ability to realize the full benefits of the 21st century digital economy. The need for cybersecurity standards and best practices that address interoperability, usability, and privacy is critical to drive U.S. innovation and global competitiveness. The Department of Commerce will enable greater development and application of practical, innovative security technologies and methodologies that enhance the ability to address current and future security challenges. With a unique perspective on the economy and deep technical expertise, the Department has a leading role to meet cybersecurity challenges.

Stakeholder(s):

NIST :
Lead

ITA :
Contributing Bureau

BIS :
Contributing Bureau

NTIA :
Contributing Bureau

Performance Indicators

KPI 1.6.1 Industry Adoption

Description	Type	Status	Start Date	End Date
Increased industry adoption of NIST cybersecurity standards, guidelines, and practices	Target	Increasing		
	Actual			

KPI 1.6.2 Collaborators

Description	Type	Status	Start Date	End Date	Cumulative Number
Cumulative number of collaborators on National Cybersecurity Center of Excellence (NCCoE) projects	Target	Unspecified			
	Actual				

KPI 1.6.3 Companies & Organizations

Description	Type	Status	Start Date	End Date	Number
Number of companies and organizations exposed to NCCoE-produced cybersecurity guides and other products	Target				
	Actual				

KPI 1.6.4 Resources

Description	Type	Status	Start Date	End Date	Number
Number of resources derived from the Cybersecurity Framework	Target	Unspecified			
	Actual				

1.6.1. Standards & Practices

Develop and disseminate robust technical standards and cybersecurity best practices

The Department will work with stakeholders to develop strong, trusted cybersecurity standards and guidelines. Open processes will bring together industry, government, and academia to develop practical approaches to cybersecurity. NIST will develop resources in a variety of formats to enhance their usability and accessibly, better suit the needs of small and medium-sized businesses, and address organizations' unique needs. NIST will also promulgate its standards, guidelines, and best practices on the international stage through standards development organizations. The Department, through BIS, NTIA, ITA, and NIST, will engage with inter-national stakeholders in forums like the International Telecommunication Union, and in engagements with allies and partners such as the Quadrilateral Security Dialogue and the U.S.-European Union Trade and Technology Council. These activities will inform and shape cybersecurity and privacy solutions and policies, drive interoperability, and maintain America's position as a global leader in cybersecurity.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.6.2. Technology Supply Chain

Improve the security and integrity of the technology supply chain

The Department will work with companies across all sectors and sizes, as well as government and academia, to develop usable and effective domestic and global supply chain cybersecurity risk management practices. The National Initiative for Improving Cybersecurity in Supply Chains, a new NIST initiative, will emphasize tools, technologies, and guidance relevant to technology developers and providers. This initiative will focus specifically on supply chains involving smaller organizations that face unique challenges. These efforts will build upon NIST's Cybersecurity Framework, NCCoE efforts, Executive Order 14028: Improving the Nation's Cybersecurity, and Executive Order 14017: America's Supply Chains. NTIA, through its Communications Supply Chain Risk Information Partnership, will share supply chain security risk information, public security alerts, relevant training events, and grant opportunities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.6.3. Research & Technology

Deliver cybersecurity-enhancing research and technology solutions to industry and government stakeholders

In consultation with industry, the Department will identify cybersecurity challenges and perform research on cybersecurity and privacy solutions to guard against future threats to the Nation's data, economy, and way of life. To develop secure products and services, NIST will coordinate open competitions and pursue cutting-edge research in areas like quantum computing, AI and machine learning, biotechnology, advanced communications, and advanced manufacturing. In collaboration with industry and through NCCoE, NIST will also translate cybersecurity research into rapidly deployable tools that secure company operations and protect personal data. This work will build upon NIST's understanding of market needs and gaps, as well as efforts under Executive Order 14028: Improving the Nation's Cybersecurity.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.6.4. Training & Workforce Development

Expand cybersecurity training and workforce development and increase access to underrepresented communities

The Department will help grow a cybersecurity workforce that safeguards and promotes U.S. national security and economic prosperity. Through NIST's National Initiative for Cybersecurity Education (NICE) program, the Department will promote a robust community of stakeholders from diverse backgrounds to advance an integrated ecosystem of cybersecurity education, training, and workforce development. Efforts will include promoting cybersecurity careers and pathways among diverse learners and using multidisciplinary approaches to integrate cybersecurity across varied curricula. NIST will use new methods, such as machine learning, to increase connections and fit between employers and job seekers. NIST will promote equitable access by designing and sharing the Workforce Framework for Cybersecurity as an accessible communication tool for cybersecurity workforce development.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.7. Commercial Space Industry

Advance U.S. leadership in the global commercial space industry

The U.S. commercial space industry pioneers innovative technologies that transform Americans' daily lives, gather critical climate and weather data, and help secure the Nation. In an increasingly connected world, space-based assets are essential to economic growth, national security, and competitiveness. In 2019, BEA statistics show the U.S. space economy accounted for 354,000 private sector jobs, $194.6 billion of real gross output, and $120.3 billion of current-dollar GDP. The Department has the tools and expertise to ensure America's continued leadership in space and advance commercial space activities. To advance predictable, sound policies for commercial space innovation, the Department will advocate for the U.S. space industry in international and domestic venues. Through ITA, the Department will further its longstanding advocacy for American companies seeking international business opportunities. To improve space safety and sustainability, the Department will provide basic space situational awareness (SSA) services, contribute to relevant inter-national standards and best practices, and promote government and industry partnerships focused on space cybersecurity. To promote commercial space innovation, the Department will invest in a portfolio of space-related R&D and provide key economic indicators about the space economy. The Department will also advance development, use, and application of space-based Earth observation capabilities that benefit all Americans.

Stakeholder(s):

NOAA :
 Lead

MBDA :
 Contributing Bureau

BEA :
 Contributing Bureau

NIST :
 Contributing Bureau

BIS :
 Contributing Bureau

NTIA :
 Contributing Bureau

EDA :
 Contributing Bureau

Commercial Space Industry

ITA :
 Contributing Bureau

Performance Indicators

KPI 1.7.1 Successful Advocacy Cases

Description	Type	Status	Start Date	End Date	Number
Number of successful advocacy cases won for U.S. companies overseas and the value of newly signed contracts won	Target				
	Actual				

KPI 1.7.2 Milestones Achieved

Description	Type	Status	Start Date	End Date	Number
Milestones achieved toward establishment of space situational awareness (SSA) services for civil and commercial stakeholders	Target	Unspecified			
	Actual				

KPI 1.7.3 Activities Influenced or Led

Description	Type	Status	Start Date	End Date	Number
Number of space policy related decision processes, rulemakings, statements, or other governmental activities influenced or led by the Department of Commerce	Target	Unspecified			
	Actual				

KPI 1.7.4 Workshops, Reports & Tools

Description	Type	Status	Start Date	End Date	Number
Number of workshops, reports, and other tools produced to facilitate growth and advancement of the U.S. commercial space industry	Target				
	Actual				

1.7.1. Regulations

Coordinate regulatory functions across domestic and international stakeholders to promote competitiveness, and increase legal certainty for U.S. commercial space businesses

The Department will convene Federal, state, and international stakeholders as appropriate to identify and act on regulatory issues and opportunities for commercial space businesses with a whole-of-government approach. As commercial space activities expand into new areas and business models, the Department's Office of Space Commerce will partner with these stakeholders to coordinate regulatory functions that promote competitiveness and increase legal certainty for space businesses. Coordinated regulation will support existing space activities and ensure regulatory frameworks address emerging missions.

Stakeholder(s):

U.S. Commercial Space Businesses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.7.2. Customer Base

Grow the customer base for U.S. commercial space goods and services

The Department will work across multiple agencies to coordinate efforts to advance the U.S. commercial space industry. The Department will support the growth of the domestic space industry through exports of space goods and services. ITA will leverage its network of domestic and overseas offices to promote foreign direct investment (FDI) into the U.S. space industry and ensure that U.S. space companies receive trade assistance and achieve their export goals. The Department will coordinate and advocate among stakeholders to grow the customer base for U.S. space products and services and support expansion of domestic space infrastructure. Additionally, the Department will promote the availability, security, and resilience of the U.S. space-related industrial base and supply chains.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.7.3. Safety & Sustainability

Improve space safety and sustainability

Space safety and sustainability are critical to furthering America's commercial space activity and exploration. Investments to mitigate risks to space-based assets and human spaceflight present opportunities to grow the U.S. space industry while promoting safe and sustainable space operations. The Department will develop an SSA data sharing platform for civil and commercial use. This SSA platform will share commercial and government data on the precise location of space objects for satellite owners, operators, and space launch providers. The Department will develop standards and best practices to promote interoperability, communications, and technical capabilities in space. Because cybersecurity is needed to protect space-based assets and activities, the Department will promote government and industry partnerships focused on space cybersecurity.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.7.4. Innovation

Promote commercial space innovation

Commerce bureaus will support science, technology, engineering, art, and engineering (STEAM) workforce training opportunities to diversify participation in the space economy. Additionally, the Department will support entrepreneurial innovation training to meet the needs of small and medium-sized businesses. The Department will support space R&D, innovation, and manufacturing by facilitating creative and collaborative opportunities to enhance local, regional, state, and national technical capacity building, including tribal regions. To advance the development of new materials and manufacturing processes, communications technologies, quantum computing, AI and machine learning software, and sensor systems, the Department through NIST will invest in a portfolio of R&D in partnership with academic institutions, industry, and other government agencies. NIST will develop and deliver new calibration services for the space industry and engage with allies to identify areas for potential collaboration. NTIA will work with public and private stakeholders to coordinate efficient spectrum use. The Department will leverage BEA's space economy data and research to provide key economic indicators to stakeholders in the Federal Government, private industry, and international community to aid policy and business decision making.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.7.5. Earth Observation

Advance development, use, and application of space-based Earth observation capabilities to empower better decision making by the public and private sector

Space-based Earth observation data, analysis, and applications enhance understanding of the planet and enable better decision making across the public and private sector. For example, insights from Earth observation data can help industry more effectively monitor their supply chains and assets, agriculture businesses optimize their production, and insurance companies and investors assess risk. Space-based Earth observation data also enables the public and private sectors to mitigate the impacts of climate change. The Department will work with the U.S. commercial space industry to promote development of Earth observation emerging technologies, data analysis, and applications to support new business models.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Capitalism & Economic Growth

Foster Inclusive Capitalism and Equitable Economic Growth

Global competitiveness and a healthy democracy require that all Americans have an opportunity to participate in the 21st century economy. The talents and strengths of the entire country must be harnessed, including women, people of color, and others who are too often left behind. Inclusive growth is good economics. The Nation will fail to meet its full potential if it does not invest in all communities, workers, inventors, and entrepreneurs. Expanding opportunity for more Americans is central to the Department of Commerce's mission, and as the Nation continues to build back better, this mission is more critical than ever. The Department will corral established programs and employ new public investments to promote place-based growth. It will ensure that innovations in artificial intelligence (AI), robotics, quantum computing, and biotechnology happen across the United States, not just in a few urban centers. The Department will work with industry to invest in workers, providing the training and wraparound services that create concrete pathways to quality jobs. The Department will ensure every American has access to affordable, high-speed broadband internet, which is a prerequisite to so many educational, business, and job opportunities. Business ownership and entrepreneurship play an essential role in the innovation ecosystem and can provide wealth-building opportunities for American families. The Department will use its suite of investment and technical assistance tools to support American small and medium-sized businesses, women and minority-owned businesses, and entrepreneurs. In pursuit of these goals, the Department will collaborate extensively with underserved communities to ensure program design and tools meet their needs.

2.1. Economic Development & Jobs

Drive equitable, resilient, place-based economic development and job growth

Poverty, limited job opportunity, and low labor force participation persist in communities across the United States, even when national growth is strong. Harnessing the talents and resources of these communities will raise living standards and increase U.S. gross domestic product (GDP). The Department is helping these communities jumpstart economic recovery and build long-term economic resilience. The Department's programs, expertise, and regional presence will meet communities where they are and leverage regional assets to build opportunities for local business, industry, and workers. These efforts will include outreach to communities and populations disproportionately impacted by COVID-19 that have the most need. The Department will also help communities build on existing assets, from natural resources to educational institutions, to create regional clusters with the workforce and business acumen to drive growth. Many communities, particularly coastal communities, can benefit from the growing the Blue Economy. There is no limit to the potential of U.S. communities, and the American Rescue Plan and disaster funding have vastly enhanced the Department's capacity to make place-based investments to put communities on the path to recovery and increase their long-term economic competitiveness.

Stakeholder(s):

EDA :
Lead

BEA :
Contributing Bureau

Census Bureau :
Contributing Bureau

ITA :
Contributing Bureau

MBDA :
Contributing Bureau

NIST :
Contributing Bureau

NOAA :
Contributing Bureau

NTIA :
Contributing Bureau

Performance Indicators

KPI 2.1.1 Jobs Created & Retained

Description	Type	Status	Start Date	End Date	Number
Number of jobs created and retained for grants made in underserved populations and geographies	Target	Unspecified			
	Actual				

KPI 2.1.2 Private Investment

Description	Type	Status	Start Date	End Date	U.S. Dollars
Dollar amount of private investment leveraged from grants made in underserved populations and geographies	Target	Unspecified			
	Actual				

KPI 2.1.3 Customer Effort Scores

Description	Type	Status	Start Date	End Date	Percentage
Percentage of EDA Customer Effort Score rated easy or very easy	Target	Unspecified			
	Actual				

KPI 2.1.4 Travel & Tourism Strategy & Exports

Description	Type	Status	Start Date	End Date
Growth in travel and tourism exports; progress in implementing National Travel and Tourism Strategy	Target	Implemented & Growing		
	Actual			

KPI 2.1.5 Fish Stock Sustainability

Description	Type	Status	Start Date	End Date	Index Score
Fish Stock Sustainability Index score measuring the sustainability and economic competitiveness of the Nation's fisheries	Target	Unspecified			
	Actual				

KPI 2.1.6 Species Protected

Description	Type	Status	Start Date	End Date	Number
Number of protected species designated as threatened, endangered, or depleted with stable or increasing populations	Target	Unspecified			
	Actual				

2.1.1. Place-Based Investments

Support communities in developing and growing their local economies through customer-centric place-based investments

The Department will help communities thrive through economic development investments that harness the talents and assets of cities, towns, and regions. EDA investments range from planning grants to large-scale infrastructure investments. Programs will meet communities where they are, whether that means supporting recovery in the face of disaster or catalyzing high-growth industry. EDA is committed to adopting a customer-centric approach that synergizes Federal, regional, and local experience for the Agency's potential applicants and grantees. EDA will re-engineer processes to provide an applicant experience that is easy to follow, clear, and predictable with a particular focus on equity and reaching historically underserved communities. Responsiveness, helpfulness, expertise, and collaboration will characterize the grantee experience. The Minority Business Development Agency (MBDA) will provide a front door to minority business enterprises (MBE) seeking to navigate the Federal Government, ensuring MBEs can access loan and procurement opportunities.

Stakeholder(s):

Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.2. Resilience & Economic Opportunity

Invest in programs and projects that help communities become more resilient to economic shocks and advance equitable economic opportunity

The Nation's converging economic, health, and climate crises have exposed and exacerbated inequities. As part of a comprehensive approach to advancing equitable economic opportunity and prosperity, EDA will make grants to help communities and regions, especially those with historically underserved populations and geographies (e.g., tribal lands, persistent poverty counties, and rural areas), build their capacity for economic and business development. EDA will prioritize economic development planning and implementation projects that build economic resilience to and long-term recovery from economic shocks such as the pandemic and the ongoing climate crisis. This priority includes addressing the economic resilience needs of coal and power plant communities and communities impacted by shifts in international markets and natural disasters. Resilience-building projects will include planning efforts and implementation projects. MBDA will also expand its services to encompass a broader geographic and programmatic footprint and provide MBEs with capacity building, access to public and private sector contracts, and management and technical assistance. MBDA will collaborate with major national and local stakeholders, such as minority-serving institutions, community development financial institutions, and traditional and alternative lending institutions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.3. Industry Clusters

Support and accelerate high-growth industry clusters that are critical for economic and national security

To scale the next generation of technological innovation, maintain global competitiveness, and ensure everyone benefits from the innovation economy, the Nation must harness the potential of all regions, workers, and businesses. This means expanding support for innovation ecosystems all across America, beyond a handful of urban centers. According to the Brookings Institution, just five metropolitan areas—Boston, San Diego, San Francisco, San Jose, and Seattle—generated more than 90 percent of the country's innovation sector growth between 2005 and 2017. The Department will catalyze growth in regions that have too often been left behind while supporting the next generation of technological innovation. EDA's $1 billion Build Back Better Regional Challenge will transform 20 to 30 economically distressed regions by investing in industry clusters. A stronger economy, focused on innovation and entrepreneurship, makes the Nation safer and bolsters national security. The National Institute of Standards and Technology (NIST) will strengthen efforts to leverage its nationwide expertise, facilities, and partnerships, as well as provide funding and technical assistance to enhance information sharing among researchers and entrepreneurs. This expanded integrated network will help ensure more efficient and equitable diffusion of the technology and knowhow needed to innovate.

Stakeholder(s):
Industry Clusters

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.4. Travel, Tourism & Recreation

Accelerate the recovery of communities that rely on the travel, tourism, and outdoor recreation sectors

As one of the best drivers of economic growth, international travel to the United States supported over 2 million American jobs before the COVID-19 pandemic and benefited virtually every sector of the U.S. economy. The pandemic severely impacted the international and domestic travel, tourism, and recreation businesses. Businesses closed. Jobs were lost. Local economies faltered. Through the $750 million Travel, Tourism, and Outdoor Recreation program, EDA will accelerate the recovery of communities that rely on the travel, tourism, and outdoor recreation sectors. EDA will help communities invest in marketing, infrastructure, workforce, and other projects to rejuvenate safe leisure, business, and international travel. International tourism was particularly impacted, with a 64 percent drop in international visitor spending in 2020 compared to 2019. Through the interagency Tourism Policy Council, the International Trade Administration (ITA) will coordinate the development and implementation of a National Travel and Tourism Strategy that includes a five-year goal for international visitors and spending. To inform travel and tourism planning, ITA will provide communities demographic, activity participation rate, and visitor number data. NOAA will conduct outreach and engagement activities for the National Marine Sanctuary System and the National Estuarine Research Reserve System to accelerate recovery in diverse coastal communities. The Department will work with the Tourism Policy Council agencies to develop and implement a new National Travel and Tourism Strategy.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.1.5. Blue Economy

Grow the Blue Economy

The marine economy, also known as the Blue Economy, refers to economic activities related to the Nation's oceans, seaports, and Great Lakes. This sector is growing at nearly twice the rate of the overall U.S. economy—4.2 percent versus 2.2 percent in 2019—including higher growth in employment. Because of the Blue Economy's high potential for job growth and economic development, NOAA will use evidence-based, data-driven approaches to stimulate new business development in offshore renewable energy, fisheries and aquaculture, transportation and shipping, and marine recreation and tourism. Additionally, NOAA will increase the sustainability and economic competitiveness of U.S. seafood while combating illegal, unreported, and unregulated fishing. Increased investment in cutting-edge tools like remote sensing, eDNA and genomics, and uncrewed systems will allow NOAA to create valuable products and services to build economic opportunity in the face of changing ocean conditions. To gain a more complete understanding of the marine economy based on ocean data, NOAA will identify the current employment levels and revenue of for-profit and not-for-profit businesses that support ocean measurement, observation, and forecasting.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Career Pathways

Build sustainable, employer-driven career pathways to meet employers' need for talent and to connect Americans to quality jobs

Worker shortages threaten to slow the economic recovery. These shortages demonstrate the need for employers to offer quality jobs and that American workers have the skills and competencies needed to fill those jobs. The Department will expand employer-driven education and training experiences with targeted wraparound services, designed to prepare workers for and connect them to quality jobs. To support business growth and create pathways for underserved workers to enter the labor market, the Department will emphasize the value of earn-while-you-learn programs. The Department will promote innovative and effective employment practices to ensure businesses can recruit, develop, and retain a skilled, diverse workforce. Additionally, the Department will provide clear, usable data on U.S. labor markets, learning options, and outcomes. The Department of Commerce's bureaus and programs will engage with businesses, workers, and other key actors to create sustainable career pathways that meet the labor needs of regional economies and expand access to quality jobs.

Stakeholder(s):

EDA :
 Lead

All DOC Bureaus :
 Contributing Bureaus

Employers

Performance Indicators

KPI 2.2.1 Workers Placed

Description	Type	Status	Start Date	End Date	Number & Demographics
Number and demographics of workers placed through Good Jobs Challenge	Target	Unspecified			
	Actual				

KPI 2.2.2 Private Investment Funds

Description	Type	Status	Start Date	End Date	U.S. Dollars
Estimated private investment funds leveraged as a result of EDA investments in workforce projects	Target	Unspecified			
	Actual				

KPI 2.2.3 Workers Trained

Description	Type	Status	Start Date	End Date	Number & Demographics
Number and demographics of workers trained through Commerce initiatives	Target	Unspecified			
	Actual				

2.2.1. Education & Training

Invest in employer-driven regional workforce education and training systems that lead to quality jobs

Through the Good Jobs Challenge, EDA is investing $500 million in collaborative skills training systems and programs designed to provide pathways to quality employment. Efforts to reach historically underserved populations and areas are a priority. Projects will benefit communities of color, women, people with disabilities, disconnected youth, individuals in recovery, and individuals with criminal records. The programs will provide critical wraparound services, along with training, to support workers in navigating childcare, transportation, and other challenges. EDA's Economic Adjustment Assistance program and Public Works program invest in capacity building and physical infrastructure projects that provide facilities for local workforce programs. The expansion of NIST's Hollings Manufacturing Extension Partnership (MEP) will support dedicated efforts to foster inclusive and equitable manufacturing workplaces to attract and retain an innovative and highly skilled workforce. In areas where no workforce training programs exist, the MEP National Network™ will work with businesses and local partners to create new ones. NIST's Manufacturing USA program, through its 16 institutes, will create new education, training, and outreach opportunities to establish talent pipelines needed for manufacturers to adopt the latest production technologies. Ultimately, the Department's workforce investments will lead to workers trained with the skills to secure a union job or a quality job that provides good pay, benefits, and growth opportunities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.2. Recruitment & Skills

Foster transformative employer practices to address their challenges in recruiting and developing a diverse, skilled workforce

The Department will work with employers to pursue workforce solutions that increase their competitiveness and help workers of all backgrounds secure good jobs. MEP Centers, Manufacturing USA, and the National Initiative for Cybersecurity Education (NICE) promote and support registered apprenticeships that provide Americans with paid work-based learning opportunities, hands-on learning experiences, and industry-recognized credentials. NICE publishes its Workforce Framework for Cybersecurity which allows businesses and workers to understand cybersecurity knowledge, skills, and tasks. This advances the Nation's ability to train and hire a strong cybersecurity workforce, which is in high demand. The Baldrige Performance Excellence Program will publish a Job Quality Framework to help employers identify the practices needed to provide quality jobs that reduce their hiring and retention challenges, and ultimately result in more equitable economic growth. Finally, the Department will launch a voluntary employer commitment program to promote and celebrate the incorporation of skills-based hiring practices, new job quality approaches, and increased employer education and training investments.

Stakeholder(s):

Employers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2.3. Data & Information

Produce and disseminate timely, clear data and information to help Americans discover and participate in opportunities for skills development and economic advancement

The Census Bureau's Center for Economic Studies provides cutting-edge data and analysis about the U.S. workforce. Its Longitudinal Employer-Household Dynamics (LEHD) program uses state and Federal administrative datasets to create statistics on employment, earnings, and job flows at detailed levels of geography, industry, and different demographic groups. LEHD data also tracks workforce trends across the country. For example, the LEHD program's Postsecondary Employment Outcomes data provides information on the typical income of individuals who complete college degrees and earn certificates. These data products allow employees and employers to understand the workforce landscape and make informed decisions. NICE's CyberSeek.org website provides interactive tools and data, including a cybersecurity jobs heatmap and career pathway tool, to help close the cybersecurity talent gap.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3. Entrepreneurship & Enterprises

Advance entrepreneurship and high-growth small and medium-sized enterprises

Entrepreneurship spurs innovation, strengthens domestic industries, and provides high-quality jobs that drive the U.S. economy's recovery, growth, and vitality. The Department of Commerce plays an important role to foster the growth of entrepreneurial ecosystems that are inclusive, aligned with their regional technology and innovation initiatives, and promote long-term collaboration to close regional resource gaps. Through an extensive suite of programs and initiatives, the Department will make investments to enhance the capacity of regions to advance the next generation of technologies and foster industry innovation. The Department will provide capacity building, management training, technology transfer support, and export assistance to small and medium-sized businesses around the country. MBDA, in particular, will strive to ensure that minority business enterprises (MBE) benefit from the all-of-government effort to build back better.

Stakeholder(s):

EDA :
 Lead

NIST :
 Contributing Bureau

Census Bureau :
 Contributing Bureau

USPTO :
 Contributing Bureau

ITA :
 Contributing Bureau

Entrepreneurs :
 Contributing Bureau

MBDA :
 Contributing Bureau

SMEs :
 small and medium-sized enterprises

Performance Indicators

KPI 2.3.1 Businesses Applications Growth

Description	Type	Status	Start Date	End Date	Percentage
Percent growth in new businesses applications	Target	Unspecified			
	Actual				

KPI 2.3.2 Funding

Description	Type	Status	Start Date	End Date	U.S Dollars
Total sum of funding secured by entrepreneurs as a result of activities sponsored by EDA investments	Target	Unspecified			
	Actual				

KPI 2.3.3 EDA Awards

Description	Type	Status	Start Date	End Date	Percentage
Percentage of EDA awards that support entrepreneurship in underserved communities and regions	Target	Unspecified			
	Actual				

KPI 2.3.4 Workforce Services Growth

Description	Type	Status	Start Date	End Date
Growth in workforce services provided to small to midsized U.S. manufacturers	Target	Unspecified		
	Actual			

KPI 2.3.5 Technology Services Growth

Description	Type	Status	Start Date	End Date
Growth in technology services provided to small to midsized U.S. manufacturers	Target	Unspecified		
	Actual			

KPI 2.3.6 MEP Participant Growth

Description	Type	Status	Start Date	End Date	Number
Growth in number of small to midsized manufacturers participating in MEP knowledge sharing events	Target	Unspecified			
	Actual				

2.3.1. Formation & Growth

Provide support to entrepreneurs to help businesses form and grow

EDA provides flexible funding that allows regions to respond to their ecosystems' needs. These investments facilitate technology commercialization; entrepreneur support; and science, technology, engineering, and mathematics (STEM) workforce development. Innovation and entrepreneurship supported by RLF funding and

the Build to Scale Program will reduce friction along the path from the lab to market. The capital provided to grantees allows them to incubate or accelerate new and growing businesses that can provide high-quality jobs. EDA directly targets innovative workforce development systems through the Good Jobs Challenge and the STEM Talent Challenge. Businesses grow and job seekers get back to work as employers fill quality jobs through work-based learning. MBDA leads Federal Government efforts to promote the growth and global competitiveness of MBEs, which face unique challenges. Access to capital is the number one impediment to the success of MBEs. MBDA's nationwide network of Business Centers, programs, and initiatives will address the problem through introductions to a national network of lending partners. The NIST MEP will strengthen existing relationships with Federal agencies, state governments, and regional incubators to enable manufacturers to develop new products and customers, upskill staff, adopt new technologies, and commercialize products.

Stakeholder(s):
Businesses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3.2. Barriers to Entry

Promote inclusive entrepreneurial ecosystems by addressing barriers to entry that prevent the participation of historically underrepresented communities

Through competitive funding opportunities, including Build to Scale, the Build Back Better Regional Challenge, the Good Jobs Challenge, and the STEM Talent Challenge, EDA will engage underrepresented communities directly and via its grantees to foster greater entrepreneurship. EDA's Economic Adjustment Assistance funding addresses both sudden and long-term economic distress. MBDA, through its national network of Business Centers, will provide management and technical assistance, capacity building, education, and training to ensure inclusive entrepreneurship. MBDA also provides assistance through its Broad Agency Announcement (BAA) program for the unique needs of different populations. For example, the BAA program supports the entrepreneurship needs of women of color, the formerly incarcerated, American Indians, Alaska Natives, and Native Hawaiians. For industries, MBDA has Specialty Centers for advanced manufacturing, exporting, and procurement. USPTO will work with the recently rebranded Council for Inclusive Innovation to develop a comprehensive national strategy to expand opportunities for and better include more innovators and entrepreneurs who have traditionally not participated in the innovative ecosystem but could create new technologies, companies, and industries. This work will be done in collaboration with partner organizations, including EDA and MBDA. Much of the work will support underrepresented groups, independent inventors, and small and minority businesses in identifying, securing, and protecting their intellectual property (IP).

Stakeholder(s):
Underrepresented Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3.3. Data & Evidence

Enable access to data and evidence to spur entrepreneurship

The Department will make data more accessible and product and service research available to small and medium-sized enterprises. MBDA will operate as a data-driven, policy-focused agency aimed at increasing MBE access to contracts, capital, government services, and business opportunities. MBDA will implement an ambitious research agenda to identify economic conditions, market trends, and opportunities that foster the growth and global competitiveness of the next generation of MBEs. NIST will provide data and insights on challenges facing manufacturers of different sizes and demographics to better equip the MEP Centers to serve manufacturers. Through knowledge sharing events and direct client engagements, the MEP national network will connect entrepreneurs and startups in the small to midsized manufacturer community to information on new and emerging technologies, processes, and markets. Entrepreneurs will also gain access to manufacturing experts who provide technical assistance on using data tools and market intelligence.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4. Broadband

Expand affordable, high-quality broadband to every American

The Department of Commerce will ensure all Americans can access affordable, future-proof broadband by implementing a nearly $50 billion investment in infrastructure, planning, digital inclusion, and workforce development. Broadband is an engine for opportunity in the modern economy and a necessary foundation for inclusive growth. It can close geographic and economic gaps between rural and urban areas, transform distressed areas, drive global competitiveness, and increase national economic resilience. Further, broadband is an essential component of modern life and has become a requirement to participate equally in education, employment, health care, and public safety services. Broadband kept many families connected to their jobs and schools through the worst of the COVID-19 pandemic. Yet many Americans, especially those living in rural areas, tribal reservations, and minority neighborhoods, do not have access to quality, affordable broadband. The Department's broadband investments are designed to maximize coverage and its meaningful use, which are imperative for national and individual success.

Stakeholder(s):

NTIA :
 Lead

EDA :
 Contributing Bureau

Census Bureau :
 Contributing Bureau

Performance Indicators

KPI 2.4.1 Grant Funds

Description	Type	Status	Start Date	End Date	U.S. Dollars
Total amount of Department of Commerce grant funds obligated for broadband-related programs	Target	Unspecified			
	Actual				

KPI 2.4.2 Locations

Description	Type	Status	Start Date	End Date	Number
Total number of locations (i.e., households or institutions) physically connected to broadband infrastructure through grant programs administered by the Department	Target	Unspecified			
	Actual				

KPI 2.4.3 Households, Institutions & Individuals

Description	Type	Status	Start Date	End Date	Number
Total number of households, institutions, or individuals that participated in digital inclusion initiatives provided through grant programs administered by the Department of Commerce	Target	Unspecified			
	Actual				

KPI 2.4.4 Households & Institutions

Description	Type	Status	Start Date	End Date	Number
Total number of households or institutions that have received broadband through grant, loan, and subsidy programs administered by the Federal Government	Target	Unspecified			
	Actual				

KPI 2.4.5 Jobs Created & Retained

Description	Type	Status	Start Date	End Date	Number
Estimated number of jobs created or retained through Department of Commerce investments in broadband infrastructure and digital inclusion programs	Target	Unspecified			
	Actual				

2.4.1. Investment

Invest Federal funds to support equitable deployment, access, and adoption of broadband

The National Telecommunications and Information Administration (NTIA) and EDA will develop and administer Federal funding programs to advance the Nation's broadband capabilities and drive local economic growth. Targeted Federal funds will facilitate broadband planning and infrastructure deployment, digital literacy, and broadband adoption and use across the Nation. NTIA and EDA will work with states, tribal entities, local communities, and minority-serving institutions to help them leverage Federal funds to extend the reach and benefits of broadband. The bureaus will provide technical assistance to applicants and awardees to help them translate the funds invested into real change for the American public. These efforts will ensure equitable Federal investments among populations without high-quality broadband service and limited adoption. Priorities will include rural, tribal, minority, and low-income communities left behind by the digital divide.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4.2. Expansion

Accelerate broadband expansion through the alignment, coordination, tracking, and measurement of cross-Federal Government broadband programs

More than 80 programs across over 15 Federal agencies invest in advancing the Nation's broadband capabilities. NTIA will lead the coordination of these varied programs across the Federal Government to maximize the benefits of Federal funds, reduce duplication of effort, and ensure that investments translate into meaningful expansion of broadband access and use for all Americans. The Department will use Census Bureau data in combination with program data to assess the effectiveness of the broadband expansion programs. To enable more targeted Federal broadband investments, NTIA will track cross-agency spending on Federal broadband support programs and determine how those investments affect the number of U.S. residents connected and local economic conditions. These insights will provide accountability for the effective use of Federal funds, increase efficiency of spending across programs, and support research into the broader economic impacts of Federal Government investments.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4.3. Jobs

Create and retain high-quality jobs to support broadband infrastructure deployment and utilization

The Department's broadband infrastructure investments will lead to thousands of new jobs. To help prepare American workers to fill these jobs, the Department's investments will include workforce development programs to train, upskill, and place individuals, particularly those from underrepresented communities. Additionally, NTIA's digital equity grant programs will fund digital skills and digital literacy training that will help create a pipeline of workers across the country who can use broadband-enabled digital technologies as necessary for employment and upskilling through access to online training and education.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4.4. Public Safety

Maintain, operate, and improve the Nationwide Public Safety Broadband Network and advance first responder communications solutions

The First Responder Network Authority (FirstNet Authority) is responsible for ensuring the deployment and operation of the Nationwide Public Safety Broadband Network (NPSBN) for America's first responders. The FirstNet solution includes dedicated nationwide spectrum that has priority and preemption capabilities built into the network to ensure first responders have access to wireless broadband communications when and where they need them. The FirstNet Authority will evolve and upgrade the NPSBN to next-generation technologies through its unique public-private partnership. To ensure the public safety community has access to advanced wireless communications when it needs them most, the FirstNet Authority will track its investments in emerging technologies that enable more than 60,000 first responder agencies nationwide to take advantage of the capabilities built into the network.

Stakeholder(s):
Public Safety Broadband Network

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Climate Crisis

Address the Climate Crisis Through Mitigation, Adaptation, and Resilience Efforts

The Department of Commerce will work to build a Climate Ready Nation, whose prosperity, health, safety, and continued growth benefit from a shared understanding of, and collective action on, climate change. Every American family and community, as well as the entire U.S. economy, are susceptible to the effects of climate change. A narrow window of opportunity remains to create science-based and equitable solutions to avoid the most catastrophic impacts of climate change, while helping to create a clean energy economy. In 2021, a total of 20 weather and climate disasters cost the Nation a combined $145 billion in damages. Addressing the climate crisis is an essential and existential component of the Department's mission to create the conditions for economic growth and opportunity. In support of the governmentwide approach to tackle the climate crisis, the Department will drive mitigation, adaptation, and resilience efforts that leverage bureaus' expertise and capabilities. These efforts include accelerating clean technology development and deployment, providing actionable climate information and tools to decisionmakers, and providing support for vulnerable communities. These tools will address climate-related risks in every sector of the economy, especially in the most vulnerable communities and populations.

3.1. Data & Services

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

Climate information is only as powerful as the actions it motivates and informs. To this end, the Department of Commerce will provide decisionmakers across the public and private sectors with critical, actionable climate data to inform their decisions. The National Oceanic and Atmospheric Administration (NOAA) produces data and services about the impacts of climate change, from heat to flooding to extreme storm events. To enhance service delivery, NOAA will improve climate forecasting and work with external stakeholders. NOAA will work with the private sector to understand and meet their climate data and service needs. To enhance the use of climate data and services, NOAA will strengthen partnerships with nongovernmental sectors and emergency managers, as well as Federal, state, local, and tribal officials. NOAA will work with underserved communities that are especially vulnerable to extreme weather and climate events to provide relevant, userfriendly climate information. Providing high-quality climate data to decisionmakers will help prepare the Nation, particularly vulnerable communities, for the impacts of rising sea levels and of more frequent and costly extreme weather, water, and climate events, which inflicted over $145 billion in damages in 2021. NOAA will upgrade its observational infrastructure to collect the data needed to accelerate the transition of research on climate, space weather, and coastal and ocean prediction into value-added products to grow the economy and protect lives.

Stakeholder(s):

NOAA :
Lead

Decisionmakers

Performance Indicators

KPI 3.1.1 population served

Description	Type	Status	Start Date	End Date	Percentage
Percentage of the continental U.S. population served by flood inundation mapping services	Target	Unspecified			
	Actual				

KPI 3.1.2 Precipitation Services

Description	Type	Status	Start Date	End Date	Threat Score
Improved precipitation services: Threat Score for heavy precipitation events (2 inches or more) made three days in advance	Target	Improved			
	Actual				

KPI 3.1.3 Vulnerable Communities & Businesss

Description	Type	Status	Start Date	End Date	Percentage
Percentage of Weather-Ready Nation Ambassadors, StormReady, or TsunamiReady communities serving socially vulnerable populations and U.S. businesses	Target	Unspecified			
	Actual				

KPI 3.1.4 Storm/TsunamiReady Communities

Description	Type	Status	Start Date	End Date	Number
Number of StormReady or TsunamiReady communities	Target	Unspecified			
	Actual				

KPI 3.1.5 Weather Service Customer Satisfaction

Description	Type	Status	Start Date	End Date	American Customer Satisfaction Index
Customer satisfaction with the National Weather Service services, as measured by the American Customer Satisfaction Index	Target	Unspecified			
	Actual				

KPI 3.1.6 Climate-Smart Communities

Description	Type	Status	Start Date	End Date	Number
Number of climate-smart communities enabled for resilience planning, including but not limited to extreme heat in urban communities, enhanced fire weather prediction for emergency management partners, expanded drought monitoring in tribal areas, and climate impacts to coastal communities	Target	Unspecified			
	Actual				

KPI 3.1.7 Economic Sectors

Description	Type	Status	Start Date	End Date	Number
Number of economic sectors regionally engaged by the Regional Climate Services (RCS) program, with sectoral needs documented and prioritized	Target	Unspecified			
	Actual				

KPI 3.1.8 OAR R&D Projects

Description	Type	Status	Start Date	End Date	Number
Annual number of Oceanic and Atmospheric Research (OAR) research and development (R&D) products transitioned to a new stage (i.e., development, demonstration, or application)	Target				
	Actual				

3.1.1. Information & Service Delivery

Transform ocean, weather, water, and climate information dissemination and service delivery to better and more equitably serve decisionmakers and meet evolving societal needs

Service delivery will have a customer focus that increases the accessibility and usefulness of climate data and information. NOAA is a crucial source of weather and climate information for a wide variety of businesses, engaging with thousands of American companies every year. For example, it helps retailers and manufacturers make better decisions about how much product to manufacture and in what locations to stock certain items. NOAA will increase its engagement with businesses to learn more about how to tailor its service delivery across industry sectors, from agriculture to construction to insurance. As it develops new and improved climate services to address hazards that have the greatest economic impact, including hurricanes, flooding, drought, and

wildfires, NOAA will partner with industry leaders and associations to ensure these tools help U.S. businesses prosper in the wake of a changing climate. NOAA will engage communities, particularly underserved communities, to learn how to tailor the way information and alerts are communicated to meet their local needs. One size does not fit all when it comes to communicating about threats and emergencies. NOAA will listen and learn to develop the most effective (i.e., safest) responses to communications on weather events. The improved climate data and services will make businesses, including small businesses, more resilient to climate change.

Stakeholder(s):

Decisionmakers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.1.2. Partnerships

Increase and strengthen partnerships across government, industry, academic, and nonprofit organizations to improve NOAA's suite of climate data and services in response to increasing demand for support services

To reduce the impacts of extreme weather, NOAA will transform the way communities and decisionmakers use information by connecting forecasts and warnings to the needs of public safety, emergency management, water resource management, and national and economic security officials. NOAA will expand partnerships with these professional groups to strengthen relationships, share best practices, and deliver improvements that will make society more ready, responsive, and resilient. NOAA will host roundtables with key public, private, academic, and tribal stakeholders to build deeper interpersonal connections and facilitate improved partnerships for decision support.

Stakeholder(s):

Government Organizations   **Academic Organizations**

Industry Organizations   **Nonprofit Organizations**

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.1.3. Prediction

Enhance predictive forecasts for extreme, high-impact ocean, weather, water, and climate events

Weather forecasts already generate $35 billion in economic benefits to U.S. households. NOAA and its partners will increase that benefit by delivering critical improvements in predictive capabilities to reduce risk and uncertainty. Key forecasting improvements will include urban heat mapping, precipitation forecasts across timescales, harmful algal blooms, and fire weather forecasting. NOAA will improve precipitation services that address uncertainty and risk in rainfall amounts and locations. NOAA will also provide flood inundation mapping services nationwide. The National Institute of Standards and Technology (NIST) and NOAA will partner to support the development of climate-ready infrastructure. Forward-looking climate data and technologies will help set climate-ready standards for the built environment and for management of natural resources.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.1.4. Observational Infrastructure

Enhance observational infrastructure

Measuring and predicting climate change impacts are fundamental to NOAA's mission. NOAA's world-class observations of the ocean, atmosphere, and space provide timely, actionable data used to make vital decisions that affect all sectors of the U.S. economy on a local and global scale. Marine industries such as fisheries, shipping, offshore wind, farming, forestry, building, and construction rely on NOAA's observations. NOAA's information is also vital to communities as they manage the risk of hurricanes, floods, heatwaves, and wildfires. To stay ahead of impending dangers that climate change poses, NOAA will increase investments in observational and research infrastructure and capabilities. These improvements will translate weather and climate models into more accurate and actionable forecasts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Conservation & Restoration

Strengthen coastal resilience and advance conservation and restoration of lands and waters for current and future generations

If current trends continue, $66 to $106 billion dollars of existing U.S. coastal property could be below sea level by 2050. Furthermore, the United States could see at least 1 percent reduction in its gross domestic product (GDP) by 2100 due to coastal flooding. Given these projections, the Department of Commerce will increase efforts and investments in ecological restoration and community resilience. NOAA will meet increasing demand for the science and services needed to enhance coastal resilience to climate change. NOAA will support the natural and economic resilience of oceans and coasts by disseminating state-of-the-art risk-based tools and actionable information, strengthening on-the-ground partnerships, and improving place-based conservation efforts. Specifically, NOAA will help achieve the Administration's goals to conserve at least 30 percent of the Nation's lands and waters by 2030, help create well-paying jobs, and foster economic development, especially in underserved communities.

Stakeholder(s):

NOAA :
Lead

EDA :
Contributing Bureau

Performance Indicators

KPI 3.2.1 NERR Designation

Description	Type	Status	Start Date	End Date	Square Miles
Number of square miles of new area advanced through one or more steps of the National Marine Sanctuaries or National Estuarine Research Reserves (NERR) designation or expansion processes	Target	Unspecified			
	Actual				

KPI 3.2.2 Coastal States & Territories

Description	Type	Status	Start Date	End Date	Percentage
Percentage of U.S. coastal states and territories demonstrating annual improvement in resilience capacity to weather and climate hazards	Target	Unspecified			
	Actual				

KPI 3.2.3 Tools, Technologies & Information Services

Description	Type	Start Date	End Date	Number
Number of Sea Grant tools, technologies and information services that are used by NOAA's partners/customers to improve ecosystem-based management	Target			
	Actual			

KPI 3.2.4 Digital Coast Communities

Description	Type	Status	Start Date	End Date	Number
Number of communities that utilize Digital Coast	Target	Unspecified			
	Actual				

3.2.1. Coastal Resilience

Use data tools and public investments to improve coastal resilience

Coastal communities, properties, and businesses are particularly vulnerable to the impacts of climate change. The Department will improve the resilience and adaptability of coastal communities through planning and investment. NOAA will partner with local, state, Federal, and tribal officials, and planners as well as businesses to provide data, training, and direct assistance to help coastal communities plan for future climate-related risks. The Economic Development Administration (EDA) will help communities and regions build the capacity for economic development by investing in projects that enhance economic resilience in coastal communities and regions. Investments in resilient infrastructure will protect coastal communities and enhance coastal habitat, providing a range of benefits for people, economies, and ecosystems.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2.2. Coastal Wetlands & Coral Reefs

Protect and restore coastal wetlands and coral reefs to sequester carbon, buffer storms and flooding, and foster biodiversity

National climate goals include reaching net-zero emissions and advancing the America the Beautiful initiative while furthering economic development. Restoring ecosystems tackles the climate crisis by enhancing resilience to drought and resistance to flooding. NOAA investments and programs will protect and restore critically important marine, coastal, and Great Lake resources. NOAA cooperatively manages sanctuaries, marine monuments, and National Estuarine Research Reserves (NERRs). These place-based programs protect the reefs, estuaries, and vital ecosystems that sustain resilient coastal communities and economies, including natural infrastructure (e.g., wetlands and floodplains). NOAA will evaluate the designation of new National Marine Sanctuaries and NERRs and increase capacity to protect newly designated areas. All conservation, vulnerability assessment, and resilience initiatives will engage local communities to increase climate literacy and build support for action.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Clean Technologies

Accelerate development and deployment of clean technologies

Promoting the development and deployment of clean technologies will accelerate global decarbonization and position U.S. industry for future success in a net-zero economy. The Department will advance the transition to net-zero emissions by supporting clean technology industries necessary to achieve global climate targets and America's competitiveness goals. In the near-term, by developing and implementing a U.S. Clean Tech Export Competitiveness Strategy, the Department will increase global market access for U.S. clean tech exporters, provide more targeted market intelligence to these companies, and grow greenfield foreign direct investment (FDI) into clean tech. In the medium-term, the Department will work to position nascent and emerging U.S. clean tech market segments to compete globally. Additionally, NOAA will facilitate the expansion of the offshore wind industry while protecting marine life and industry. NIST will also support research and commercialization of clean technologies.

Stakeholder(s):

ITA :
Lead

EDA

NIST :
Contributing Bureau

NOAA :
Contributing Bureau

Performance Indicators

KPI 3.3.1 ITA Outreach Activities

Description	Type	Status	Start Date	End Date	Number
Number of International Trade Administration (ITA) client outreach activities to U.S. clean tech companies	Target	Unspecified			
	Actual				

KPI 3.3.2 WIN Statements Value

Description	Type	Status	Start Date	End Date	U.S. Dollars
Value of clean tech Written Impact Narrative Statements (WIN)	Target				
	Actual				

3.3.1. Exports

Increase clean technology exports

ITA will lead clean tech industry export promotion and trade mission programming efforts. ITA will incorporate clean tech into its current engagements and will develop a long-term export strategy targeted on selling U.S. clean tech related products and services globally. Through the ITA Advocacy Center identifying foreign government contract and project opportunities, ITA will enhance its outreach efforts and advocacy for U.S. clean tech companies. ITA will leverage its global networks to ensure broad outreach to U.S. clean tech companies and shared information about procurement and project opportunities created by advocacy efforts. ITA will increase its role in clean tech international standards development and intellectual property (IP) protection. Attracting greenfield FDI will enhance the growth of clean tech companies and the clean tech industrial base. The Department will increase its FDI clients assisted by showcasing the positive U.S. clean tech investment climate, including through SelectUSA. To position U.S. industry for future success, ITA will identify needs of emerging clean tech sectors and align commercial dialogues and initiatives to regions that present near-term opportunities. The Department will collaborate with U.S. Government agencies through the Trade Promotion Coordinating Committee to ensure governmentwide coordination on clean tech export competitiveness.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3.2. Energy

Support offshore, renewable energy while protecting vulnerable marine species and maintaining the economic value of fisheries

To advance U.S. leadership in clean energy technologies, NOAA will collaborate with the relevant parts of the U.S. Government to meet the Administration's clean energy goal to deploy 30 gigawatts of offshore wind in the United States by 2030. The production of offshore wind energy will be responsible and inclusive of all stakeholders. It will combat the climate emergency, conserving marine resources, and creating high-paying, high-skilled American jobs. Scientific research will improve understanding of how offshore energy interacts

with fishing and coastal communities. NOAA will collaborate with other Federal and state agencies, and affected partners, to address potential adverse impacts on fisheries, fishing communities, protected species and resources, and important marine habitats. NOAA will use surveys and other assessment methods to monitor changes to marine resources in and around offshore wind developments. To make offshore wind development transparent, data will be published on its output and impacts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3.3. Technologies

Advance cutting-edge technologies aimed at climate mitigation, adaptation, and resilience

NIST and NOAA will partner to support the development of climate-ready infrastructure. NIST Laboratories will provide access to unique facilities and testbeds to accelerate the development of climate mitigation technologies such as carbon capture and storage, improve the ability to measure and track greenhouse gas emissions, and improve the performance and accuracy of climate observing systems. These programs allow communities to prepare for, respond to, and mitigate the impacts of climate change and enable industry to advance vital technologies that will reduce the Nation's carbon footprint.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.4. Programs

Embed climate considerations across Department programs

Climate change will profoundly affect economic growth and competitiveness, and therefore the Department of Commerce's mission. The Department is incorporating climate considerations, including mitigation, adaptation, and resilience measures, into all relevant aspects of its policies and programs. This includes prioritizing environmental justice work; collecting, relying on, and disseminating the best and most up-to-date climate-related science and data; and partnering with the private sector and international allies on solutions.

Stakeholder(s):

Office of the Secretary :
 Lead

All DOC Bureaus :
 Contributing Bureaus

Performance Indicators

KPI 3.4.1 People Engaged

Description	Type	Status	Start Date	End Date	Number
Number of people engaged or reached through education and awareness activities or Intergovernmental Coordination from the Department of Commerce Climate Action Plan	Target				
	Actual				

KPI 3.4.2 EDA Investments

Description	Type	Status	Start Date	End Date	U.S. Dollars
EDA investments supporting environmentally sustainable development	Target				
	Actual				

3.4.1. Grants, Engagement & Processes

Incorporate climate considerations into grant-making, stakeholder engagement, and internal processes

The Department embraces the opportunity to integrate climate considerations into its programs and processes across all bureaus. For example, the U.S. Patent and Trademark Office (USPTO) will work to accelerate review of patent applications related to environmental quality, energy conservation, development of renewable energy, greenhouse gas emission reduction, and other climate-related topics. For all grant applicants with infrastructure projects, EDA will require proposals to consider impacts from climate change during project design. Bureau of Industry and Security (BIS) export control awareness outreach will include companies focused on climate-related solutions and technologies. NIST will establish a dedicated process to review and coordinate ongoing and planned climate-related activities to ensure delivery of the most accurate measurements, data, and standards. In accordance with Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, the Department conducted a service equity assessment of key programs to identify systemic barriers to environmental justice. To build on that assessment, the Department will develop an action plan to drive improvement and address long-standing hazards to community health.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.4.2. Statistics & Research

Produce climate-related statistics and research that examine the links between climate and the economy

The Department has the tools and expertise to measure the growing economic impact of climate change and better understand the interplay between climate and the U.S. economy. The input-output accounts produced by the Bureau of Economic Analysis (BEA) detail linkages among industries and are the bedrock for government and private sector models of climate change's economic impact. In addition to maintaining and improving core

accounts, BEA will explore ways to advance environmental economic accounting. The Census Bureau formed the Environmental, Natural Disasters, and Energy Research Group, an internal working group, to coordinate Census research activities on climate change and the environment. Notably, Census Bureau economists and statisticians will research the effects of climate change on household income distribution and U.S. businesses. To show how vulnerability to climate-related events affects resilience, the Census Bureau will enhance Community Resilience Estimates. Streams of research will examine specific impacts of climate change-related events (e.g., hurricanes, wildfires and related smoke, and extreme heat). To support sustainability and economic adjustment, Department science will also analyze water use in the manufacturing sector and labor market impacts of the transition from fossil fuels to clean energy. Additionally, the Census Bureau will develop new statistics for the public and build a microdata infrastructure that combines information on residential histories, income, demographic information, and exposure to environmental hazards using linked survey, decennial census, and administrative data.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Opportunity & Discovery

Expand Opportunity and Discovery Through Data

Accurate, timely, and usable data are critical to the Department's mission to create the conditions for economic growth and opportunity for all communities. The Department's data cover topics ranging from demographics and economics to climate change and quantum computing, and the size and complexity of the data that the Department generates, collects, stores, analyzes, and disseminates have grown exponentially. As the Nation's economy, technology, and demographics change rapidly, leaders in communities, industry, and government require data to develop insights to drive U.S. competitiveness, innovation, and job growth. To fulfill its mission, the Department must systematically deploy data and rigorous evaluation to design and evaluate its own programs and policies. Additionally, the Department must improve usability, accessibility, timeliness, and granularity of data disseminated to the public. The Department also must identify, implement, and routinely revise ethical data practices. Integrating these practices will modernize the Department's data ecosystems, as well as improve data confidentiality and privacy where required. Advancing the data ecosystem will drive economic prosperity and can advance the position of vulnerable populations.

4.1. Decision Making

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

The Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) as well as White House circulars and memoranda direct the Federal Government to make decisions using the best available evidence. The Department must systematically use data, facts, and evaluation to address the complex issues and challenges facing the American people. Additionally, the Department must evaluate its programs to ensure that they deliver the intended results. Doing so requires timely use of rigorous data analysis governed by principles of scientific integrity and inclusion. Therefore, the Department must further institutionalize the internal use of high-quality, accessible evidence informed by diverse communities. National crises, such as the COVID-19 pandemic, economic downturns, climate change, and the government trust gap make this work even more urgent.

Stakeholder(s):

OUSEA :
Lead

All DOC Bureaus :
Contributing Bureaus

Performance Indicators

KPI 4.1.1 Evaluation Plan & Learning Agenda

Description	Type	Status	Start Date	End Date
Implementation of the Evaluation Plan and Learning Agenda	Target	Implemented		
	Actual			

KPI 4.1.2 Stakeholder Satisfaction

Description	Type	Status	Start Date	End Date
Stakeholder satisfaction with datasets identified, created, or modified to support operations	Target	Satisfied		
	Actual			

KPI 4.1.3 Data Programs

Description	Type	Status	Start Date	End Date	Number
Number of new high-frequency or experimental data programs developed	Target	Unspecified			
	Actual				

KPI 4.1.4 Response Timeliness

Description	Type	Status	Start Date	End Date	Percentage
Percentage of requests for access to data processed within target timeframes	Target	Unspecified			
	Actual				

4.1.1. Evaluation

Create organizational infrastructure to establish evaluation as a critical agency function and a high-performing internal service

Title I of the Evidence Act elevates program evaluation to a critical agency function. The Presidential Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking directs agencies to embed data quality and integrity into their culture. To these ends, the Department will review the staffing, organization structure, expertise, and authorities needed at all levels to evolve evaluation and evidence building, as well as integrate them with performance and data management activities. Policies, standard operating procedures, and dedicated staff will mature a systemsbased approach to identify and research questions in the Department Learning Agenda, then employ findings in decision making. Interviews with senior leaders and external stakeholders will clarify data and organizational capacity needs. The Department will design program evaluation activities with an emphasis on utility and providing timely, actionable information. To raise overall capabilities, the Department will establish and enhance peer-to-peer collaboration mechanisms, including staff exchange programs, multibureau tiger teams, peer review committees, and events that bring academic stakeholders and practitioners together with Commerce staff.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.1.3. Impact Data

Identify statistical and administrative data that can be used to assess the impact of Federal interventions and develop refinements to increase the utility of the data

For decades, Federal agencies have used performance metrics to monitor and report progress. By integrating statistical and administrative data with performance data, the Department will improve its capacity to design and assess its programs. All these data must be highly reliable, easily accessible, available for small areas, and updated frequently to prompt preemptive corrective action. To increase the utility of data and evaluation, the Department must have information about the welfare of organizations, areas, and people who receive Federal benefits and, for comparison, those that do not. Furthermore, to act on White House direction to assure equity in program benefits addressed in Executive Order 13985, the Department must use data to analyze the impact to historically underserved communities and populations. Staff across the Department will identity, inventory, and develop better data for policy design, performance analysis, and program evaluation. These staff will also research and analyze data needs and datasets to answer questions in the Department Learning Agenda and complement performance management activities. Bureaus across the Department will collaborate and use partnerships as well as special authorities, such as those available to the National Technical Information Service (NTIS), to take full advantage of private-sector expertise.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2. Statistics

Modernize economic and demographic statistics to better meet business, policymaker, and community needs

Communities, policymakers, and businesses increasingly require detailed, timely, and user-friendly data and statistics to navigate a dynamic economy. In recent years, the Census Bureau and the Bureau of Economic Analysis (BEA) have employed data science, big data, and techniques such as automation to enhance the information they make available to the public. To maintain the Department's strong reputation for providing quality data, it must quickly measure emerging sectors and address declining response rates in household and business surveys. Additionally, the COVID-19 pandemic demonstrated a need for high-frequency and user-friendly economic indicators that enable decisionmakers to assess rapidly the effects of changing circumstances and sudden events. Using alternative data sources and building on existing research will enable the Department to offer new and higher-frequency data products, while ensuring that data, particularly data pertinent to underserved communities, are reliable, accurate, and readily accessible to guide policies and programs.

Stakeholder(s):

Census Bureau :
 Lead

BEA :
 Contributing Bureau

OUSEA :
 Contributing Bureau

Businesses

Policymakers

Communities

Performance Indicators

KPI 4.2.1 Data Products Delivery

Description	Type	Status	Start Date	End Date
On-time delivery of new data products that measure the impact of significant events in near real time	Target	On-Time		
	Actual			

KPI 4.2.2 Milestones Met

Description	Type	Status	Start Date	End Date	Percentage
Percentage of milestones met for initiatives to modernize data collection and production methods	Target				
	Actual				

KPI 4.2.3 Products Achieved

Description	Type	Status	Start Date	End Date	Percentage
Percentage of new priority data products achieved	Target	Unspecified			
	Actual				

4.2.1. Data Products

Expand high-frequency data products in response to government, public, and business data needs

The COVID-19 pandemic demonstrated a need for highfrequency data products to use in planning and decision making. As a result, the Department rapidly developed a small business pulse survey, household pulse survey, and consumer spending measures using card transaction data that provide weekly data. Currently, the Department is in a unique position to mature the new capability to provide more timely and frequent data, in response to changing conditions in the economy and society. Leveraging pulse surveys, alternative data sources, and data science methodology, the Department will create new high-frequency data products and expand the frequency and timeliness of existing products. The Department will engage with businesses, governments, and the public to understand critical data needs, as well as consider underserved communities and data equity, to determine the appropriate mix of high-frequency data products with core and benchmark data products.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.2. Collection & Production

Modernize data collection and production methods for creating quality data products with minimal respondent burden

Over the years, survey response rates have declined while the need for quality statistical data has increased. Data are collected in almost every facet of society, from other government agencies, credit card companies, internet platforms, and more. More communities and families, including traditionally underserved areas, are connected to the internet by computer or smartphone. The Department is in a unique position to capitalize on both the

availability of data from other sources, as well as the increase in respondent connectivity. The Department will use alternative data sources to supplement survey data, modernize its statistical production processes, and develop additional survey self-response platforms, such as web-based and smartphone-based response options. These activities will allow the Department to provide high-quality statistical data with greater frequency and without additional burden to respondents. Throughout these activities, the Department will safeguard the privacy and autonomy of data subjects and the confidentiality of protected information.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2.3. Economic Metrics

Develop new and expanded products to measure a dynamic economy

Businesses, governments, Federal agencies, and consumers require increasing amounts of data at more detailed levels to guide their evidence-based decisions. Emerging economic and demographic issues, including a demand for issue-specific data, arise more quickly than in the past. The Department will respond to these demands by maintaining an open dialogue with customers and offering new and expanded data products. These products will enrich the understanding of income inequality and key sectors of economic activity. They will further inform economic and policy analysis and serve the needs of the Nation, as well as states and local communities. Alternative measures and perspectives, whether using existing or emerging data sources, will provide an opportunity to test new products and expand the scope of available information about the U.S. economy and people.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3. Data Usability & Practices

Improve Commerce data usability and advance ethical, responsible, and equitable data practices

The American public and businesses rely on the Department of Commerce as a trusted source of data. The timely delivery of quality, equitable, ethical, and secure data products and services is necessary to sustain that trust. To address the needs of data novices and domain experts alike, the public must have easily consumable and usable data, tools to improve findability and accessibility, and standards to improve interoperability. By leveraging partnerships to implement best practices throughout the data lifecycle, the Department will protect the privacy and confidentiality of individuals and businesses while making its data assets more findable, accessible, interoperable, and reusable (FAIR). Within the Federal Government, the Department will lead in raising the standards for responsible data practices that better meet the needs of current users and expand access to new users.

Stakeholder(s):

OUSEA :
Lead

All DOC Bureaus :
Contributing Bureaus

Performance Indicators

KPI 4.3.1 Action Plan Milestones Met

Description	Type	Status	Start Date	End Date	Percentage
Percentage of milestones met in the Commerce Data Strategic Action Plan	Target	Unspecified			
	Actual				

KPI 4.3.2 Data Tools Milestones Met

Description	Type	Start Date	End Date
Percentage of milestones met in improving Commerce data tools based on user feedback	Target		
	Actual		

4.3.1. Data Ecosystem

Modernize the data ecosystem

The Department and each of its bureaus will modernize their data ecosystems (i.e., data collection approach, data storage and configuration, and tools for data linking and analytics) to maximize data sharing and collaboration within legal and ethical requirements. Achieving this complex and challenging transformation of data ecosystems at scale will involve publishing open data assets in a data catalog; sharing common data terminology; and adopting user community data standards, protocols, and technologies. The Department will analyze and document enterprise data asset and infrastructure requirements to inform related capital plans. Pilots and collaborative projects, such as integrated project teams, will inform full-scale implementation. A Departmentwide data inventory and search portal will aggregate and promote all the Department's open data assets in a single location while also providing access to each bureau's unique data search capabilities and data services. As the Department and its bureaus open their data assets, they will increase data usability. For example, as the Nation's lead climate and statistical agency, the Department will provide the authoritative climate science, demographic data, and geospatial mapping services required to address climate change and growing income inequality. The Department will increase support of planning and mitigation actions at the local and regional scales through data delivery approaches tailored to the needs of communities disproportionately impacted by climate change and lacking the resources to develop their climate responses independently.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3.2. Principles, Guidance & Capacity

Develop principles, guidance, and capacity for appropriate data practices at the Department of Commerce

New technology facilitates faster and easier data collection, combination, manipulation, and sharing. However, this same technology amplifies risks inherent to the new digital world. The Department will mitigate these risks using ethical data practices throughout the data lifecycle. When implementing Executive Orders 13985 and 14035, the Commerce Data Governance Board (CDGB) will research existing global and Federal data ethics principles and develop Departmentwide guidance for facilitating appropriate data practices. These practices include documenting the intended use of data; ensuring equity; and fostering transparency, accountability, and fairness. Foremost, the Department will ensure the continued privacy and confidentiality of protected information. The Department will also build its capacity to effectively manage data over the entire lifecycle, from data collection to dissemination. This will require building a workforce literate in data management, analytics, and stewardship. As part of this effort, the Department will improve workforce data acumen and skills through training opportunities identified through workforce data skills assessments. Through both top-down and bottom-up initiatives coordinated through the CDGB, the Department will develop an innovative workforce that welcomes and supports opportunities to advance its data agenda.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3.3. Access & Usage

Leverage partnerships and stakeholder engagements to continuously improve data access and usage

Regular, meaningful dialogue with current and potential users of Commerce data is essential to delivering useful and responsible services. The Department, across all its bureaus, will support the implementation of Executive Order 13985 by investigating data access barriers and needs across a range of stakeholders, particularly underserved communities. The Department will collect input through stakeholder engagement and listening sessions. By using special authorities and fostering partnerships with other organizations, the Department will gather new ideas and new approaches from all sectors. The CDGB will foster continuing dialogue with internal customers on responsible data use. The CDGB will convene topical discussions in areas such as sharing data assets, unintended algorithmic bias in AI, data quality, and fit-for-purpose data analyses. By leveraging expertise across the Department, communities, and sectors, Commerce data practices will advance rapidly, responsibly, and equitably.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3.4. Scientific Integrity

Strengthen scientific integrity across the Department

The Presidential Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking directs agencies to adhere to high ethical standards for data and research. Particularly, research must be insulated from political influence. The Commerce Chief Data Officer, Evaluation Officer, Statistical Official, and the CDGB will support data integrity, data management plans, and requirements to bolster science and data-informed decision making. A Department Scientific Integrity Officer will work with all bureaus, particularly the statistical and scientific bureaus, to refresh relevant policies and procedures, and support a culture that protects the integrity of all expert findings and analyses. A Department Administrative Order will be developed to address scientific and statistical integrity.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3.5. Data Sharing

Improve efficiency of data sharing

The Department of Commerce is the authoritative source for critical national datasets needed to address climate change, racial inequality, COVID-19 impacts, U.S. economic growth, and job creation. In an increasingly complex and interconnected world, the Department's bureaus must share and integrate appropriate datasets to cultivate innovation. The Department will employ best practices and technologies to enable more efficient and systematic data sharing. To provide a convenient reference, the Department will post model data sharing agreements and information about data sharing requirements for each bureau to a single webpage.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5. Capabilities & Service

Provide 21st Century Service with 21st Century Capabilities

21st century service and mission support capabilities are critical to achieve the Department's goals and the Administration's priorities. The Department's ambitious agenda requires a highly skilled workforce that reflects the diversity of the American public. To perform their work effectively, the Department's staff should have the best technology, timely human-centric service delivery processes, and efficient approaches to hiring and acquiring resources. Workforce and technology operating environments have changed rapidly, and the pandemic accelerated that change. Successfully adapting and advancing the quality of mission support activities will require thoughtful change management over the life of this strategic plan. The Department will implement new strategies to optimize internal operations, infrastructure, workforce quality and equity, sustainability, and overall customer experience. These transformations depend on a strong organizational culture. Anchored by a systems-based approach to organizational performance management, this goal will further strengthen the Department's inclusive, learning, and customer-focused culture.

5.1. New Authorities & Investments

Effectively implement new Department of Commerce authorities and investments

Each year, the public entrusts the Department with billions of dollars to carry out programs that grow the U.S. economy and improve living standards. Managing these funds with integrity and achieving results for the American people is a fundamental responsibility. To fulfill this responsibility, the Department will use state-of-the-art performance management practices, program evaluation, data expertise, and systems of internal controls to ensure exceptional stewardship. To improve the impact of programs, the Department will promote data-driven decision making, build customer feedback loops, drive continuous improvement, and design new operations based on evidence. The Department will support its expanded programs with a benchmark system to manage funds. Additionally, the Department will use improved applications and robust standard operating procedures to manage grants and contracts. Special hiring authorities will bring new staff on quickly. Training, affinity groups, teams, and details will support a work environment where staff have the capacity to deliver innovative, effective results for the American public.

Stakeholder(s):

Office of the Secretary :   **All DOC Bureaus** :
Lead   *Contributing Bureaus*

Performance Indicators

KPI 5.1.1 Audit Opinion

Description	Type	Status	Start Date	End Date	Score
Audit opinion score	Target	Unspecified			
	Actual				

KPI 5.1.2 Repeat Deficiencies

Description	Type	Status	Start Date	End Date	Number
Number of repeat significant deficiencies remaining	Target	Unspecified			
	Actual				

KPI 5.1.3 High-Risk Contracting

Description	Type	Status	Start Date	End Date	Percentage
Percentage awarded using high-risk contracting authorities	Target	Unspecified			
	Actual				

KPI 5.1.4 Obligations

Description	Type	Status	Start Date	End Date	Percentage
Percentage of obligations to small, disadvantaged businesses, socioeconomic small businesses, and Ability One	Target				
	Actual				

5.1.1. Financial Assistance

Establish and communicate clear performance management protocols for new and expanded financial assistance programs

The Department will mature and further integrate its systematic approach for performance management to all new and expanded assistance programs. These programs will set and communicate clear goals with measurable performance targets for each funding stream. Program evaluation will inform program design and data collection throughout implementation. Key performance indicators will track the pace of program implementation and the projected impact. Program performance monitoring and evaluation will benchmark spending and identify any issues that may require corrective action or technical assistance. Program evaluations will also leverage existing Department and Federal data sources to facilitate impact evaluation and provide decisionmakers with evidence on the types of projects and strategies that create jobs and build robust local economies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.1.2. Funding

Ensure efficient, effective, and transparent use of funds

The Department maintains internal controls and oversight over all managed funds in accordance with the Federal Manager's Financial Integrity Act, Office of Management and Budget (OMB) Circular A-123 Management's Responsibility for Enterprise Risk Management and Internal Control, and the Government Accountability Office (GAO) Standards for Internal Control in the Federal Government. This system of financial controls identifies potential inefficient, ineffective, or misused spending. It also ensures that an additional level of review and corrective action will occur when the Department identifies weaknesses or deficiencies. Additionally, the Department conducts annual audits to validate the effectiveness of this system. To increase efficiency, particularly for high-dollar-value programs, the Department will improve technology systems, such as a new Business Applications Solution and grants management systems.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.1.3. Programs

Ensure programs serve all relevant stakeholders

The Department will enhance stakeholder involvement in program design and execution. Through virtual and in-person listening sessions with communities and organizations, the Department will provide a forum for more robust input on its program design from industry, labor, academia, and community groups, including organizations that represent historically underserved communities, such as minorities, women, and the LGBT+ community. Greater outreach efforts with information on funding opportunities will improve service to all communities, and clearer information on requirements to access program benefits will minimize the burden on applicants. Intuitively designed paper-based and online processes will make the Department's services more approachable for new applicants.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.1.4. Capacity & Competencies

Increase workforce capacity and innovation competencies

The Department will increase workforce capacity and skill sets to properly manage and quickly distribute new funds. To decrease time spent maintaining legacy systems, staff will receive training on how to implement cloud-based commodity information technology (IT) platforms and services as the preferred method for service

delivery. To instill best practice program management and acquisition techniques, the Department will train staff on project management, contract management, change management, and application development skills. Through an acquisition innovation lab, the Department will provide tools, training, and forums for sharing underused acquisition techniques that can reduce cycle time and provide better service delivery. Additionally, the Department will develop career development resources for the program management and risk workforces to help them better advise mission-focused programs.

Stakeholder(s):
DOC Workforce

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2. Workforce & DEI

Optimize workforce and diversity, equity, and inclusion practices

The COVID-19 pandemic fundamentally changed how and where work is performed. At the same time, competition to attract and retain top talent has become fierce. To compete, the Department must reimagine the future of work. Now is the time to cultivate a more flexible work environment that demonstrates empathy, inclusiveness, and responsiveness. The Department must foster a diverse workforce that reflects the Nation's diversity and relates to the needs of different communities. Further, all employees must feel valued, supported, and accepted in the workplace. Toward these ends, the Department is committed to improving the hiring process and developing a talent pipeline that attracts the best and brightest Americans from all segments of society to the Federal service. The Department will ensure employees can collaborate, build knowledge, strengthen skills, and use evolving technologies and methods to excel in new mission areas and forms of work. These efforts will result in a skilled and engaged workforce that contributes to the accomplishment of the Department's critical mission well into the 21st century.

Stakeholder(s):

Office of the Secretary :   **All DOC Bureaus** :
Lead   *Contributing Bureaus*

Performance Indicators

KPI 5.2.1 Hiring Days

Description	Type	Status	Start Date	End Date	Average Number
Average number of days to hire for all hires	Target	Unspecified			
	Actual				

KPI 5.2.2 Candidate Quality

Description	Type	Status	Start Date	End Date	Index
Candidate quality index	Target				
	Actual				

KPI 5.2.3 Employee Engagement

Description	Type	Status	Start Date	End Date	Index Score
Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index Score	Target	Unspecified			
	Actual				

KPI 5.2.4 Attrition

Description	Type	Status	Start Date	End Date	Rate
Permanent attrition rate	Target				
	Actual				

KPI 5.2.5 EEO Response Time

Description	Type	Status	Start Date	End Date	Days
Time to respond to Equal Employment Opportunity (EEO) complaints	Target	Unspecified			
	Actual				

KPI 5.2.6 Programs

Description	Type	Status	Start Date	End Date	Number
Number of Inclusion, Special Observances, and Special Emphasis Programs	Target	Unspecified			
	Actual				

5.2.1. Recruitment, Hiring & Retention

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

The Department will enhance its approach to attract, recruit, hire, and retain qualified and diverse candidates. Actions will include outreach to minority-serving institutions, diverse professional groups, and groups representing veterans and people with disabilities. These efforts will promote Federal careers and provide information on how to apply for Federal positions. As required by Executive Order 14035, the Department will increase its measurement of demographic representation and trends in its workforce. The Department will use these data to carry out an agency Diversity, Equity, Inclusion, and Accessibility Strategic Plan that drives

continuous improvement to recruitment and retention strategies. Additionally, the Department will leverage Affinity and Employee Resource Groups (A/ERG), training and development, and flexible work opportunities to integrate the governmentwide Diversity, Equity, Inclusion, and Accessibility Maturity Model.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2.2. Hiring & Vacancies

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

The Chief Human Capital Officer (CHCO), Deputy CHCO, and Principal Human Resources (HR) Managers will conduct quarterly reviews of the time required to recruit and hire. These reviews will provide detailed hiring time data, identify any bottlenecks in the process, and direct needed improvements. Servicing HR offices will implement strategies to reduce process delays and achieve the Office of Personnel Management's 80-day hiring time standard. At least quarterly, the Department will review progress and make improvements that address identified problems.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2.3. Work Environment

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

The Department will make the work environment more accessible, inclusive, and engaging by promoting A/ERGs and ensuring applicants and employees with disabilities have access to all buildings and technology. A/ERGs will connect employees across the Department, creating inclusiveness, engagement, and accessibility. A/ERGs will also provide a psychologically safe forum for employees to discuss challenges and foster a sense of workplace culture and belonging. The Department will conduct accessibility assessments and leverage A/ERGs to serve as a resource for problem solving. These efforts demonstrate the Department's commitment to employee advancement and engagement, as well as support the implementation of the Rehabilitation Act and Executive Order 14035's Section 8, Professional Development and Advancement.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2.4. Leadership Diversity

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

The Department should have a workforce that reflects the diversity of the American people. To meet this goal, the Department will engage in strategic outreach with institutions, organizations, individuals from underrepresented groups, women, and people with disabilities to expand the pool of interested candidates. Additionally, the Department will cultivate an internal talent pipeline that grows a more diverse leadership team. Historically underrepresented groups' participation in available training, leadership development programs, executive coaching services, and mentoring are critical to develop this pipeline. The Department will review job series data to identify occupations that lack diversity and take steps specified in Executive Order 14035 to improve representation in those fields. By establishing a workforce that reflects the diversity of the American people, the Department will be more innovative, effective, and better prepared for the future.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2.5. Skill Sets

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

Collaborative partnerships with internal and external training entities will further cultivate a learning culture across the organization. Going forward, mission achievement will require individuals to have a wider array of knowledge and skills. Department learning and development initiatives will provide tools and resources to help employees master new competencies, enhance their leadership skills, and grow as individuals and team members. This includes establishing core Department competencies and documented career path frameworks. Empowering the workforce to build and share knowledge, strengthen skills, and use evolving technologies and methods will allow the Department to excel as its mission expands and evolves.

Stakeholder(s):
Federal Employees

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.2.6. Agility, Flexibility & Capabilities

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

The Department must attract and retain a workforce that is prepared to achieve the mission of today and the future. The Department will share and collaborate across bureau talent pools to broaden employees' experiences and knowledge base. Leadership development programs will enable bureaus to increase knowledge sharing and build a learning network. The Department will conduct an organizational assessment to evaluate and forecast anticipated workforce skill gaps and implement targeted upskilling and reskilling programs to address unmet

needs. Additionally, the Department will expand the use of rotational details and other talent exchange programs (i.e., partnerships with other Federal agencies or the private sector). Cross-bureau leadership development programs established for entry and midlevel positions will create networks across the Department that build technical and leadership skill sets and breed diverse leaders who can navigate priority shifts and support long-term mission delivery.

Stakeholder(s):

DOC Workforce

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.3. Customer Experience

Equitably deliver exceptional customer experience

The Department is the front door for Federal business services. To make that door easy to open, especially for businesses in underserved communities, the quality of customer experience should be central to service delivery. The design and delivery of both external and internal services should provide easy, efficient access to existing, new, and potential customers. To deliver this 21st century service, meet the requirements of Executive Order 14058: Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, the Department will employ enabling technology and improve customer experience by collecting customer feedback. The voice of the customer is fundamental to better understand pain points, reduce burdens, build accountability, and improve efficiency across the Department. The Department will undertake customer experience capacity building, process design, and standardization efforts focused on providing customers and coworkers first-rate services and solutions that are easy to access, equitable, effective, and responsive for all.

Stakeholder(s):

Office of the Secretary :   **All DOC Bureaus** :
 Lead   *Contributing Bureaus*

Performance Indicators

KPI 5.3.1 Customer Services Satisfaction

Description	Type	Status	Start Date	End Date	Percentage
Percentage of customers who indicate positive satisfaction with designated priority services	Target	Unspecified			
	Actual				

KPI 5.3.2 Fairness Rating

Description	Type	Status	Start Date	End Date	Percentage
Percentage of customers who indicate they were treated fairly when using designated priority services	Target	Unspecified			
	Actual				

KPI 5.3.3 Helpfulness Rating

Description	Type	Status	Start Date	End Date	Percentage
Percentage of customers who indicate the employees they interacted with were helpful	Target	Unspecified			
	Actual				

5.3.1. Pain Points & Service

Identify actionable information to eliminate customer pain points and increase customers served

To provide excellent customer service, the Department must understand customers' needs, expectations, and pain points. Additionally, as more bureaus are designated as high impact service providers (HISP), the need for information sharing, collaboration, and coordination within and across agencies has increased. To address these needs, the Department will develop 360-degree assessments of customer experiences, particularly among the public in underserved areas. Following OMB guidance, the Department will identify potential areas of improvement for how services are delivered. Assessments will address current and prospective customers and be supported by technology and HR analytics. The assessments will discover, collect, and analyze customers' feedback and insights from Department and public sources. The Department and existing HISPs will also provide training in full customer experience analytics, including technology demonstrations, to promote efficiencies when analyzing data to make decisions. This strategy will also promote collaboration between HISP and non-HISP bureaus and agencies to exchange best practices, leverage lessons learned, and standardize feedback processes.

Stakeholder(s):
DOC Customers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.3.2. Engagement & Service

Enhance equitable digital and nondigital customer engagement and service delivery

Some customers, particularly hard-to-reach, disadvantaged, or non-English-speaking communities, may prefer to access information through nondigital sources. Others may prefer electronic communication. To ensure the Department equitably services all customers, Department services and information must be widely available to all customers in their preferred access format, whether digital, nondigital, or both. Key customerfacing bureaus will conduct customer experience research activities to gain insights about customers' needs, behaviors, and their information consumption habits and preferences. The Department will apply these findings to substantially increase awareness and use of Department programs. The Department will also leverage existing relationships and develop protocols for working with other agencies.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.3.3. Interactions

Drive high-quality customer service, assistance, and satisfaction by improving initial interactions with the public

Many customers' first direct interaction with the Department is through a contact center. The Department will establish guiding principles to provide contact centers with a better understanding of service philosophies and standards. The principles will provide a foundation for quality customer service and enhance overall customer experience. Efforts to improve contact centers will consider these principles for interacting with callers via telephone and in writing to exemplify the Department's values, culture, and commitment to its stakeholders.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.3.4. Data

Improve customer data standardization, integration, and analysis

The Department will establish overarching customer experience processes and guidelines to assist bureaus during planning, analysis, and decision making. This will ensure a customercentric, structured approach that complements existing performance management activities. The Department will provide guidance on standardization of terms, naming conventions, research methodologies, insight analytics practices, process improvement, and other customer experience–related practices. Each bureau will employ and adapt this guidance. These efforts will increase the Department's ability to analyze and act on customer engagement data to improve the discoverability and service quality.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.4. Facilities & Operations

Make Department facilities and operations more sustainable and efficient

To address the climate crisis and strengthen occupant wellbeing, the Department will reduce the carbon footprint of its facilities and equipment. The Department must overcome challenges including legacy infrastructure, limited electric vehicle charging stations, acquisition mechanisms that do not consistently offer green options, and staff climate literacy. As a solution, the Department will invest in and maintain more climate-resilient infrastructure and operations, pursue efficient and pollution-free upgrades, and prioritize zero-emission vehicle acquisitions. The Department will implement sustainable acquisition processes and create equitable economic opportunities for businesses with climate-friendly products. Additionally, staff will receive training on sustainability best practices.

Stakeholder(s):

Office of the Secretary :   **All DOC Bureaus** :
Lead   *Contributing Bureaus*

Performance Indicators

KPI 5.4.1 Annual Investment

Description	Type	Status	Start Date	End Date	U.S. Dollars
Annual investment in sustainable and climate-resilient design measures, energy, and water efficiencies, and clean energy use	Target	Unspecified			
	Actual				

KPI 5.4.2 Vehicle Conversions

Description	Type	Status	Start Date	End Date	Number
Number of conversions to electric or zero emission vehicles	Target	Unspecified			
	Actual				

KPI 5.4.3 Renewable Electrical Energy

Description	Type	Status	Start Date	End Date	Percentage
Renewable energy plus nonelectric renewable energy used as a percentage of total electricity use	Target	Unspecified			
	Actual				

5.4.1. Greenhouse Gas & Energy

Reduce greenhouse gas emissions and increased use of renewable energy at Department facilities

The Department will reduce greenhouse gas emissions and meet targets set forth in Executive Order 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability and other applicable regulations. To meet net-zero emissions targets, the Department will increase the use of carbon pollution-free electricity, improve energy and water efficiencies across its facilities, and incorporate climate-resilient design into all capital planning projects and retrofits. The Department will replace aged infrastructure with low-emissions fixtures and systems, as well as increase the use of advanced utility meters to better inform acquisition and operational decision making on equipment and facilities' energy consumption. The Department will also reduce unnecessary use of potable water, use direct investment and performance contracting vehicles, and increase the use of carbon pollution-free electricity and onsite renewable energy.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.4.2. EVs

Maximize conversion of the Department's Federal vehicle fleet to electric vehicles

To improve fleet efficiency, the Department will replace its vehicles with electric, low greenhouse gas emission, or hybrid vehicles. The Department will also right size its fleet, enhance the Fleet Information Management

System, and integrate the use of IT in fleet vehicles. This will inform acquisition decisions on maintenance issues and energy usage. To measure success of this strategy and guide implementation, the Department will develop a zero-emission fleet strategy and annual targets, in accordance with Executive Order 14008: Tackling the Climate Crisis at Home and Abroad and related guidance.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.4.3. Acquisitions & Stewardship

Enhance sustainable acquisitions and electronic stewardship across procurement, acquisitions, IT, and facilities

The Department will use procurement as a key tool in its move toward net-zero emissions. To the maximum extent possible, the Department will purchase sustainable products and services designated by the Environmental Protection Agency as sustainable and made of recovered materials. The Department will streamline and centralize acquisition procedures to increase the selection of green options, use governmentwide category management vehicles, and use shared services. The Department will also consolidate data centers to increase efficiency and purchase sustainable electronics (e.g., ENERGY STAR).

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.4.4. Sustainability

Institute a culture of sustainability across all Departmental functions

To create a culture of sustainability, the Department will increase climate literacy through collaborative education and awareness programs. The Department will incorporate sustainability targets into employee performance plans and objectives, where applicable. Additionally, the Department will provide online sustainability training to all employees, such as the program offered by the Office of Sustainable Energy and Environmental Programs. These combined efforts will increase awareness and knowledge of sustainability, climate adaptation, and resilience.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.5. Mission Support

Modernize mission support processes and infrastructure

Efficient internal processes and IT infrastructure enable the Department to provide essential services, disseminate knowledge, facilitate productivity, decrease risk, inform decision making, and reduce costs. Most importantly, the Department must have user-friendly processes and privacy protection to build public trust. To reduce unnecessary complexity and improve service delivery quality and turnaround time, the Department will replace legacy technology for operations, employ cybersecurity advances, and leverage private-sector best practices in process design. New technology will also support acquisition savings by identifying opportunities to achieve economies of scale. The Department will work to create a future-proof foundation for responsive services, agility, relentless innovation, and IT that is secure and empowers employees to excel.

Stakeholder(s):

Office of the Secretary :
Lead

All DOC Bureaus :
Contributing Bureaus

Performance Indicators

KPI 5.5.1 FITARA

Description	Type	Status	Start Date	End Date	Score
Improve the Department's Federal Information Technology Reform Act (FITARA) score: employee rating for internal service quality	Target	Improved			
	Actual				

KPI 5.5.2 FISMA Systems

Description	Type	Number	Start Date	End Date	Percentage
Percentage of Federal Information Security Modernization Act (FISMA) reportable systems adopting National Institute of Standards and Technology (NIST) Special Publication (SP) 800-53 Rev. 5 Security Controls	Target	Unspecified			
	Actual				

KPI 5.5.3 Deployments

Description	Type	Status	Start Date	End Date	Percentage
Percentage of on-time, on-budget deployments of Business Application Solutions (BAS), Grants Enterprise Management Solution (GEMS), and Talent Acquisition systems	Target	Unspecified			
	Actual				

KPI 5.5.4 Application Services Migrated

Description	Type	Status	Start Date	End Date	Percentage
Percentage of application services migrated to Cloud-Based platforms	Target	Unspecified			
	Actual				

KPI 5.5.5 PAR Timeliness

Description	Type	Status	Start Date	End Date	Percentage
Percentage of normal priority Personnel Action Requests (PAR) completed on time	Target	Unspecified			
	Actual				

KPI 5.5.6 FAC-P/PM Employees

Description	Type	Status	Start Date	End Date	Number
Number of employees with Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)	Target	Unspecified			
	Actual				

KPI 5.5.7 SLA Timeline Reduction

Description	Type	Status	Start Date	End Date	Percentage
Percent reduction of service level agreement timelines due to process reengineering	Target	Unspecified			
	Actual				

KPI 5.5.8 Workforce Trained/Credentialed

Description	Type	Status	Start Date	End Date	Percentage
Percentage of workforce trained or credentialed in innovative acquisition techniques	Target	Unspecified			
	Actual				

5.5.1. IT

Accelerate information technology (IT) modernization

The Department operates many legacy IT systems and platforms that it needs to replace or upgrade. Maintaining these systems consumes excessive HR and funding. It also prevents faster deployment of next generation IT systems that would better serve the Department's mission. When upgrading commodity IT functions, the Department will use industry standard cloud-based platforms as well as standardized software and hardware deployments. This will free up application development resources and accelerate the rollout of services and applications that offer unique, mission-related functionalities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.5.2. Acquisition, Procurement & Grants

Advance equity and accountability in mission-focused acquisition, procurement, and grant execution

The Department will make acquisition and grant investments to ensure equitable economic growth, innovation, climate solutions, and global competitiveness. To ensure accountability and transparency in its investments, the Department will implement program management best practices such as baselining cost, schedule, and performance monitoring. The Department will track economic benefits to disadvantaged communities and address climate related concerns in acquisition and grant programs. In support of Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, the Department will focus on increasing procurement from small disadvantaged businesses and businesses in the Ability One program. New tools, resources, and training will increase outreach to underserved communities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.5.3. Enterprise Services

Eliminate service duplication and operational inefficiencies across the Department's dispersed mission support functions by integrating them into the Enterprise Services (ES) model

The ES business model will use shared resources, standard processes, innovative sourcing strategies, and technology advancement to drive operational efficiency and improve customer service across the Department. ES will integrate dispersed business support functions into a single service delivery system. This will allow all bureaus and offices to dedicate more staff and resources to mission functions. This standardized approach to acquisitions, HR, and managed printing will free up capacity for continuous innovation and improvement as well as more accurate processing of pay, personnel, and benefit actions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.5.4. Cybersecurity

Monitor compliance with all Federal cybersecurity standards and establish systems to identify emerging vulnerabilities

To protect critical data and infrastructure from increasingly sophisticated and persistent cybersecurity attacks, the Department will comply with the FISMA and similar regulatory requirements. To safeguard the confidentiality, integrity, and availability of information systems, the Department will make considerable IT investments and practice consistent vigilance. Additionally, the Department will publish modernized enterprise cybersecurity policies, standards, and handbooks. The Department will develop and implement a plan to adopt a Zero Trust Architecture, establish fellowship and internship programs for cybersecurity, and build an Agency Continuous Diagnostics and Mitigation dashboard. The Department will also continuously identify and implement new tactics as threats emerge.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

5.5.5. Technology

Simplify and incorporate enabling technology in core processes

To increase the efficiency and accuracy of core processes, the Department will employ industry standard cloud-based productivity tools to modernize processes and workflows. These productivity tools will automate repetitive tasks, reduce duplication of effort and infrastructure, and standardize the tools employees use to perform their jobs. The Department will also offer training to help staff take advantage of cloud platform features, which will improve communication, collaboration, and customer service. The skills employees develop in these trainings will empower them to integrate data-driven decision making and feedback loops that drive continuous improvement across Department operations.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Administrative Information

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