

FY 2016 Annual Performance Plan / FY 2014 Annual Performance Report

International Trade Administration

Part 1: Agency and Mission Information

Section 1.1: Overview

The global economy is changing rapidly with the rise of new foreign competitors, complex cross-border economic integration, and the fast pace of innovation. Moreover, the global recession has demonstrated how interdependent the world has become and underscores the need for the United States to compete globally. U.S. domestic consumption, which has driven economic growth in recent decades, will not be enough to ensure the competitiveness and health of our domestic industries.

The strength of the U.S. economy continues to depend on a vibrant global marketplace. A renewed focus on ensuring U.S. companies' success in overseas markets and increasing foreign direct investment in the United States will not only help strengthen the long-term health of U.S. industries, but also directly stimulate domestic job creation.

ITA's mission is to create prosperity by strengthening the international competitiveness of U.S. industry, promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements. In support of the Administration's export and investment priorities, ITA has redirected resources to key export promotion programs; optimized its support to export-ready industries; targeted high-growth, emerging markets, including the removal of trade barriers and expanding market access, vigorously enforced trade rules and trade laws, and promoted the United States as a premier destination for investment. ITA also leads the Department's export and investment platform, working with several other bureaus both within and outside the Department to achieve this goal.

ITA, through its programs, services, and workforce leverages its relationships with, and understanding of, industry to better serve its range of customers and stakeholders. The organization consists of three business units that will work together to achieve ITA's mission effectively and efficiently: (1) Industry and Analysis; (2) Enforcement and Compliance; and (3) Global Markets. The combination of its industry sector, regional, and trade expertise alongside its export promotion, enforcement and compliance, and policy responsibilities enables ITA to analyze its customers' issues and needs holistically, make recommendations, and take actions.

Industry and Analysis advances the international competitiveness of U.S. industries by leveraging in-depth sector and analytical expertise and relationships with U.S. industry in the development and execution of innovative international trade and investment policies and strategies; expands U.S. exports by utilizing relationships with industry stakeholders and strategic partners in the design and conduct of export promotion programs that provide higher value to private sector clients; and adds value to U.S. trade and investment policies and programs through administration of industry advisory committees.

Enforcement and Compliance promotes the efficient and effective administration of U.S. antidumping (AD) / countervailing (CVD) trade law remedies; addresses and curtails trade-distorting practices; promotes adoption of disciplines and practices by U.S. trading partners that enhance transparency and impartiality in foreign trade law practices and administration; and administers the Foreign Trade Zone (FTZ) program and other import programs that support U.S. jobs. It also represents and advocates on behalf of U.S. industry interests with regard to the exercise and enforcement of U.S.

rights under bilateral and multilateral trade agreements, including through the interagency mechanisms.

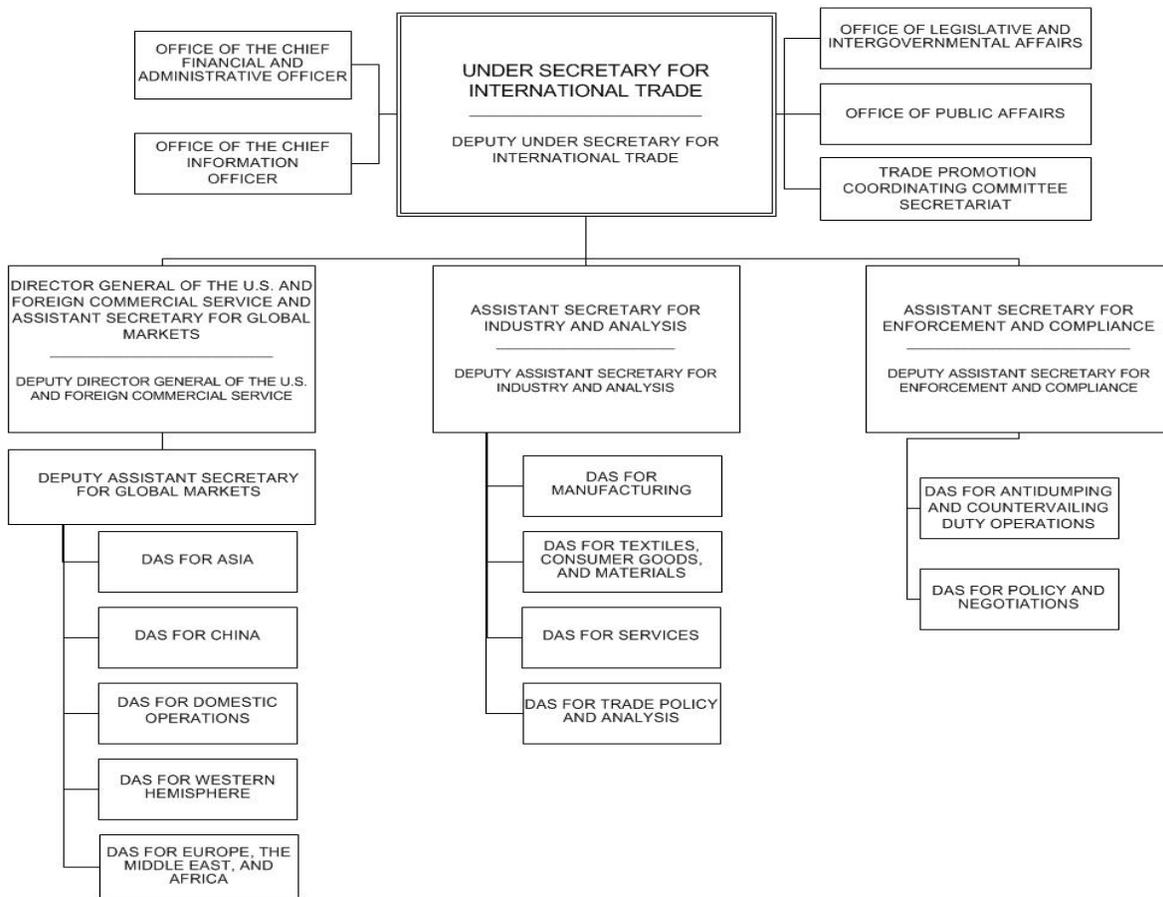
Global Markets advances U.S. commercial interests by engaging with foreign governments and U.S. businesses, identifying and resolving country-specific market barriers, and leading interagency efforts advocating for U.S. firms with foreign governments; expands U.S. exports by developing and implementing policies and programs to increase U.S. access to and presence in foreign markets; provides market contacts, knowledge, opportunities and customized solutions to U.S. firms, especially small and medium-sized enterprises; and, expands foreign investment into the United States by promoting the United States as an investment destination.

Section 1.2: Mission Statement

ITA's mission is to create prosperity by strengthening the international competitiveness of U.S. industry, promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements.

Section 1.3: Organizational Structure

International Trade Administration



Part 2: Cross-Agency Priority Goals

Section 2.1: Overview

Per the GPRA Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to [www.Performance.gov](http://www.performance.gov) for the agency's contributions to those goals and progress, where applicable. ITA currently contributes to the following CAP Goal: Job-Creating Investment. The website where these are located is: <http://www.performance.gov/cap-goals-list?view=public>.

Part 3: Strategic Goals and Objectives

Section 3.1: Corresponding DoC Strategic Goals, and Objectives

Goal	Objective Number	Objective Name	Leader
TRADE AND INVESTMENT: Expand the U.S. economy through increased exports and inward foreign investment	1.1	Increase opportunities for U.S. companies by opening markets globally	ITA – Ken Hyatt, Deputy Under Secretary for International Trade
	1.2	Increase U.S. exports by broadening and deepening the U.S. exporter base	
	1.3	Increase high-impact inward foreign direct investment into the United States	
	1.4	Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements	
INNOVATION: Foster a more innovative U.S. economy	2.3	Strengthen the Nation's digital economy by championing policies that will maximize the potential of the Internet, expanding broadband capacity, and enhancing cybersecurity	NTIA – Larry Strickland
ENVIRONMENT: Help communities and businesses prepare for and prosper in a changing environment	3.5	Enable U.S. businesses to adapt and prosper by developing environmental and climate-informed solutions	NIST – Willie May
DATA: Maximize the positive impacts of Commerce data on society	4.3	Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers	ESA – Mark Doms

Section 3.2: Strategies for Objectives

Key Strategies for Objective 1.1 include:

- Advance U.S. commercial and economic interests in negotiating and implementing trade and other international agreements
- Engage foreign governments to address government actions and policies that impede the export of U.S. goods and services
- Promote open and transparent procurement that facilitates the selection of U.S. suppliers in foreign civilian and defense acquisitions

Key Indicators used to track progress for Objective 1.1 include:

- Number of advocacy wins
- Dollar value of U.S. contracts from advocacy wins
- Number of foreign trade barriers prevented, reduced, or removed

ITA has key indicators and annual performance measures that demonstrate progress towards achieving its long-term goals of representing the interests of U.S. industry in trade negotiations, and advocating on behalf of industry with foreign governments. ITA measures its progress towards achieving the long-term goal of making measurable improvements through the number of target foreign trade barriers prevented, reduced or removed.

GM measures and captures the number of Advocacy wins and dollar value of U.S. contracts from advocacy wins by the Advocacy Center's internal tracking system, which tracks and records all Advocacy cases, wins, and dollar value of U.S. exports of those wins. This information is presented to senior leadership at the end of each fiscal quarter by use of a dashboard.

ITA measures and captures the number of target foreign trade barriers prevented, reduced, or removed as part of GM's Commercial Diplomacy Success (CDS) metric, I&A's trade barrier metric, and E&C's case metric. This metric is recorded in ITA's Client Tracking System (CTS), and in I&A's Planning Coordination and Management Office Records, and includes former Market Access & Compliance transformational CDSs. This information is presented to senior leadership at the end of the fiscal year.

Key Strategies for Objective 1.2 include:

- Educate U.S. companies and communities on benefits and best practices of exporting
- Connect U.S. companies to foreign markets and qualified buyers and partners
- Reduce the transaction costs and complexities of exporting
- Utilize partnerships to increase U.S. exports worldwide

Key Indicators used to track progress for Objective 1.2 include:

- **Percentage of Global Markets clients that achieved their export objectives (Agency Priority Goal for FY 2014-2015)**
- Number of clients assisted

The percentage of GM clients that achieved their export objectives metric is captured and measured by GM's Comment Cards system, whereby a client's response of a 9 or 10 (on a scale of 1-10) to the question "How well did we meet your export objectives?" is divided by the total number of responses received during the quarter. This information is presented to senior leadership at the end of each fiscal quarter by use of a dashboard, and it is reported on performance.gov.

The number of clients assisted is measured and captured by GM's Client Tracking System (CTS), and counts the number of clients that received any counseling sessions, or paid for a service, within each quarter. This information is also presented to senior leadership at the end of each fiscal quarter by use of a dashboard, and it is reported on performance.gov as a supporting indicator for ITA's Agency Priority Goal.

Key Strategies for Objective 1.3 include:

- Lead coordinated investment
- Provide tailored assistance to investors
- Provide coordinated support to states and localities to attract investment
- Advocate globally for the United States as a destination for investment

Key Indicators used to track progress for Objective 1.3 include:

- Number of investment clients assisted by the Department

GM measures and captures the number of investment clients assisted by the Department through SelectUSA's Investment Success Portal on ITA's intranet. This information is presented to senior leadership at the end of each fiscal quarter by use of a dashboard as well as reported on performance.gov.

Key Strategies for Objective 1.4 include:

- Enforce U.S. antidumping and countervailing duty trade remedy laws
- Enhance partnership with other U.S. enforcement agencies and private sector stakeholders to identify and thwart evasion of border measures
- Monitor and ensure compliance with trade agreements

Key Indicators for Objective 1.4 include:

- Percent of antidumping and countervailing duty determinations issued within statutory and/or regulatory deadlines
- Number of antidumping and countervailing duty petition counseling sessions
- Number of trade agreement compliance cases resolved successfully

E&C has key indicators and annual performance measures that demonstrate progress towards achieving its long-term goal of ensuring fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices, enforcing international trade agreements, and administering the foreign trade zone program. E&C ascertains that its processes are transparent, timely and open, and ensures participants in the process receive fair and open treatment and due process under the law. These metrics demonstrate E&C's progress towards achieving the long-term goal of making measurable improvements to the integrity of its administrative processes. This information is presented to senior leadership at the end of each fiscal quarter.

Section 3.3: Progress Update for Strategic Objectives

In June 2014, the Department began its first Annual Strategic Review of the FY 2014-2018 Strategic Objectives. The action plan for the Strategic Review consisted of the following steps: a survey of the appointed and career executives on the risks, challenges and opportunities accruing to each Strategic Objective (late June); a full day Strategic Leadership Retreat to discuss key issues identified in the survey (July); and lastly revision of the Strategic Plan narrative and upgrade of Action Plans (target completion mid-October).

The central findings of the review have inspired a near top-to-bottom overhaul of the March 2014 version of the Department's 2014-18 Strategic Plan. A significant number of key strategies will likely be redrafted, and others removed and added as a result of strategic planning efforts over the coming months.

According to the Department's review of Trade and Investment Strategic Objectives 1.1 and 1.3, ITA has made some noteworthy progress yet has areas for improvement. In FY 2014, ITA's Advocacy Center made strong gains in leveling the playing field on behalf of U.S. companies competing for international government contracts: 90 foreign government contracts were won by U.S. businesses with Department assistance, totaling approximately \$79.8 billion in export content (more than the value won in FY 2012 and FY 2013 combined). The U.S.-Mexico High Level Economic Dialogue (HLED) has begun to produce measureable progress since its launch one year ago, and the Department's Doing Business In Africa (DBIA) campaign is likewise building rapid momentum. The Department has also been credited with elevating the commercial aspect of bilateral engagement within the fifth and most recent U.S.-India Strategic Dialogue.

Renewal of the Trade Promotion Authority (TPA) will also be critical to the Administration's Trade Policy Agenda. Foundational TPA legislation will lay the oversight and procedural groundwork necessary for the success of ambitious, high-standard, comprehensive trade agreements currently being negotiated, such as the 11-country Trans-Pacific Partnership (TPP) and the Transatlantic Trade and Investment Partnership (T-TIP) between the U.S. and the European Union (EU). TPP and T-TIP together would account for 65 percent of the world's goods and services trade and 69 percent of U.S. goods exports, and are considered crucial to the competitive expansion of American trade and investment.

The Department of Commerce and the Department of State have established processes for collaborating on strategies to increase Foreign Direct Investment as part of the Administration Cross-Agency Priority Goal. Outreach events have been numerous, targeted, and well-attended. The annual target for businesses assisted has been exceeded (1038 actual; 900 target). However, building capacity, sustainability, and scaling up of investment promotion will require significant focus. Despite these challenges, ITA continues to serve its customers through its significant industry sector and regional trade expertise alongside its export promotion, enforcement and compliance, and policy activities.

Benefits:

Global Markets (GM) benefits U.S. exporters by providing tailored export assistance to U.S. companies and communities to connect U.S. companies to foreign markets, qualified buyers, and partners. GM provides foreign market intelligence, identifies industry-specific opportunities and best market prospects, and helps U.S. companies develop market entry strategies. In addition, reducing foreign trade barriers is another significant benefit to the American public. Foreign government-imposed trade barriers such as inadequate protections for intellectual property rights, discriminatory regulations and lack of transparency in foreign government procurements cost U.S. exporters billions of dollars each year. Because the global trading system and the international agreements that govern it have become more complex, effective U.S. Government participation in bilateral, regional, and multilateral trade agreements is critical to reducing these costly barriers.

GM, through SelectUSA, increases high-impact inward foreign direct investment into the United States by leading coordinated investment promotion for the United States. GM investment teams work to develop country and industry-specific strategies in 32 economies with substantial potential for investments in the United States. Another substantial benefit is providing tailored investment assistance to investors. Through SelectUSA's enhanced outreach efforts, GM is able to proactively engage the foreign investment community to identify the information and services they need to invest in the United States. Finally, GM advocates globally for the United States as a destination for investment. Through SelectUSA, GM coordinates actions by senior federal officials, including the

President of the United States, to increase foreign direct investment in the United States resulting in new U.S. jobs and investment.

I&A continues to provide value to the American public through its various activities and programs. The Market Development Cooperator Program (MDCP) is a public/private partnership that provides technical and financial assistance to non-profit organization “cooperators”, such as trade associations. The MDCP enhances the competitiveness of U.S. industries by reducing the startup costs of new foreign market development projects. I&A is also working to preserve the U.S.-EU Safe Harbor Framework Agreement, which is critically important to companies on both sides of the Atlantic, as it enables these companies to comply with EU data protection requirements while transferring data to the United States, and is therefore vital to maintaining vibrant trade and commercial relations with our major trade partner. Another important effort is I&A’s work to reduce the cost and complexity of exporting by helping implement the International Trade Data System (ITDS) (under the Executive Order of February 19, 2014). ITA also helps in implementing the WTO Trade Facilitation Agreement, and implementing the recommendations of the Advisory Committee on Supply Chain Competitiveness.

I&A performs industry specific analysis to increase opportunities for U.S. companies by producing the Top Market Prospects Reports and other reports which deepen the U.S. exporter base. ITA conducts a series of outreach and educational initiatives/activities aimed, principally, at informing small and medium-sized enterprises about the benefits and availability of trade finance programs and tools, which are essential to increasing U.S. exports and expanding the number of new U.S. exporters. ITA produced the *Trade Finance Guide* (TFG), which has become one of its most popular publications. I&A has distributed approximately 300,000 copies of the TFG, in English and Spanish, to ITA’s customers, many through private sector partners. I&A industry teams provide increased opportunities for U.S. exporters through their work on trade agreements and negotiations such as the WTO Information Technology Agreement and Government Agreement on Semiconductors. . I&A supports U.S. Industry in protecting and enforcing intellectual property rights in foreign markets through direct counseling, and outreach initiatives. In addition, the Office of Intellectual Property Rights advances intellectual property protections and enforcements in countries through involvement in several bilateral and multilateral agreements including, TTIP, TPP and the U.S.-China Joint Commission on Commerce and Trade.

E&C helps U.S. manufacturers, exporters, workers, and farmers compete on a level playing field against injuriously dumped and unfairly subsidized imports by administering the U.S. antidumping duty (AD) and countervailing duty (CVD) laws, and develops and executes other programs and policies designed to reduce the prevalence of market distorting foreign government activities that can lead to such unfair trade practices. The unit also assists U.S. exporters and investors subject to foreign government barriers by working to ensure foreign government compliance with international trade agreement obligations. In addition, E&C coordinates the representation of U.S. commercial interests in designated bilateral, multilateral and regional trade and investment negotiations, and oversees formulation and implementation of policies related to a wide range of areas covered by trade agreement disciplines, as well as areas where agreement disciplines are still being created.

FY 2014 Accomplishments:

Global Markets

In FY 2014, Global Markets (GM) began its first year of consolidated operations, successfully integrating export promotion, trade policy and commercial diplomacy, and inward investment functions into one organization.

In FY2014, GM was successful in assisting U.S. companies with their exporting needs. These needs include providing market intelligence, developing export/market entry strategies, identifying foreign partners/buyers, and advising on export mechanics such as compliance with regulations and standards. GM exceeded the first year target of the Agency Priority Goal of helping clients achieve their export objectives. In addition, 83 percent of clients said they are highly likely to recommend GM assistance. For example, GM helped a small business client expand their international business in four markets. The company stated, "Our global growth as a direct result of our comprehensive cooperation with [GM]... has led to expanding our manufacturing staff."

GM exceeded its target for Commercial Diplomacy Successes by 52 percent. These successes include helping U.S. businesses and industries reduce, eliminate or prevent foreign government-imposed trade barriers such as inadequate protections for intellectual property rights, discriminatory regulations and lack of transparency in foreign government procurements all of which contribute to U.S. businesses being more competitive and increasing sales abroad. For example, together with Enforcement and Compliance and Industry and Analysis, GM helped a U.S. sporting goods manufacturer re-gain ownership of their trademark in Russia to maintain \$100 million of market share. The company stated, "We owe an enormous debt of gratitude to our government for this favorable outcome. Our sincere thanks to the International Trade Administration." In addition, GM leads and supports formal government dialogues on trade barriers. This year positive progress was made at the U.S.-China Joint Commission on Commerce and Trade, and GM actively represented U.S. business interests in on-going negotiations for the Transatlantic Trade and Investment Partnership (T-TIP) and the Trans Pacific Partnership (TPP). In addition, GM had a record year helping U.S. companies win foreign government procurements. Its coordination of U.S. government-wide Advocacy efforts on behalf of U.S. companies resulted in 90 contracts awarded to U.S. companies, which included nearly \$80 billion in U.S. export content. For example, TCI International, a Fremont, California-based subsidiary of SPX Corporation, bid on a procurement with the Macedonian government. Coordinated through the Advocacy Center, representatives of the U.S. government stressed the importance of a fair and transparent tender process to the Macedonian government directly, and the team provided consultation to TCI International regarding Macedonia's economic conditions, and its telecommunications and IT sector. In addition, U.S. Ambassador to Macedonia, Paul Wohlers, advocated on behalf of TCI International. As a result, TCI won the procurement and signed a contract to supply a national spectrum monitoring system in Macedonia. The total value of this procurement is \$12.5 million with 100 percent of that revenue staying in the United States and supporting 63 American jobs.

GM also expanded its ability to serve U.S. businesses overseas and support the President's Trade Africa, Power Africa, and Asia Rebalance initiatives. GM opened new offices in markets in Africa and Asia (including Wuhan, China), Angola, Ethiopia, Mozambique, Tanzania, and Burma. . This expansion puts Commercial Service officers into some of the world's most rapidly developing economies to help find partners and navigate the regulatory hurdles for U.S. companies.

Lastly, GM's SelectUSA program successfully procured a comprehensive, accurate, and updated web-based database of all business incentives offered by U.S. states. The State Business Incentives Database will assist SelectUSA clients, including international firms, considering locating in the United States and will directly encourage, facilitate and accelerate business investment in the United States. Access to such intelligence is necessary to adequately fulfill SelectUSA's role and mission as a Government-wide initiative to promote direct investment the U.S. economy.

Industry and Analysis

In FY 2014, Industry and Analysis (I&A) continued to integrate industry expertise with the planning, management, and execution of specific ITA trade promotion programs (e.g., trade missions and trade shows), trade negotiations, and partnerships with industry. With the transfer of the Trade Promotion

and Strategic Partnerships Program from the U.S. and Foreign Commercial Service into Industry and Analysis in FY14, this model is designed to ensure that industry input, data and analytics, and partnership relationships are more closely integrated into ITA trade and investment programs and strategies.

In FY 2014 I&A demonstrated successful export results through partnerships with U.S. industry. At \$1.08 billion exports generated by the Market Development Cooperator Program (MDCP), MDCP projects exceeded the \$389 million target for FY 2014. In particular, the top export-generating project by the National Tour Association reported \$527 million dollars in exports generated. Furthermore, I&A-supported Export Trading Companies generated \$24.5 billion in exports sales. More than 2,000 firms participate in the program; sales under the program support over 75,000 jobs annually. I&A's Trade Promotion Program organized and managed 20 Trade Missions and 27 certified (industry-organized) trade mission visiting 26 countries. More than 640 companies participated in these missions, which generated export sales of close to \$700 million.

I&A's role in trade negotiations and trade policy is to bring input from private sector Advisory Committees, analytics and industry expertise to bear on sector- specific elements of trade agreements to maximize resultant opportunities for U.S. business. In FY 2014, I&A served as the ITA lead for several chapters of the Transatlantic Trade and Investment Partnership (T-TIP) and the Trans-Pacific Partnership (TPP) agreements. I&A's offices also participated in sector-specific trade negotiations including the Information Technology Agreement expansion, and the Environmental Goods Agreement. I&A continued to deeply engage in negotiations with the European Commission on the future of the Safe Harbor program to ensure cross border data flows and trade between the United States and the European Union.

In FY 2014, I&A continued to lead ITA efforts to support Intellectual Property (IP) protection by leading the Department's efforts on the annual Special 301 review that assessed the effectiveness of the Intellectual Property Rights Regime of over 80 trading partners. I&A also completed the Congressionally-mandated report that identified the Department's efforts to address trade secret thefts, particularly with respect to China.

Furthermore, the newly created National Travel and Tourism Office conducted the economic analysis that resulted in the extension of visa validity with China from 1 to 10 years, which sets the stage for significant growth for the U.S. travel and tourism industry moving forward in China, our fastest growing travel and tourism market.

I&A continued the development of trade data analysis tools to aid policy makers in measuring trade activity and helping exporters identify new market export potential. In FY 2014, I&A expanded the product coverage of the Free Trade Agreement (FTA) Tariff Tool to include agricultural products. With the addition of 51,000 new records for agricultural goods, the FTA Tariff Tool now includes tariff information for all products (agricultural, textiles and apparel, and industrial goods) for 20 countries with which the United States has an FTA. I&A also introduced a new suite of products on jobs supported by exports that is used by economic development organizations around the United States and supports the Department's efforts to educate U.S. companies about the benefits of exporting.

Enforcement and Compliance

In FY 2014, Enforcement and Compliance (E&C) conducted 64 Antidumping and Countervailing (AD/CVD) investigations covering a number of diverse products ranging from Chinese solar cells to Mexican sugar, and oil country tubular goods from seven countries. In FY 2014, E&C initiated 52 AD and CVD investigations based on petitions from U.S. industries, impacting trade valued at an estimated \$8.2 billion (based on 2013 import values). This is the largest number of new

investigations initiated in one fiscal year over a ten year period. In FY 2014, E&C completed 387 determinations compared to an annual average of 335 determinations over each of the prior three fiscal years. Even with this unprecedented workload, E&C lowered its ministerial error rate for the second consecutive year.

In FY 2014, the Foreign-Trade Zones (FTZ) staff completed processing on 85 cases for action by the interagency FTZ Board and an additional 164 cases for staff-level action within E&C. Manufacturing-related FTZ cases covered industries as diverse as automobiles, pharmaceuticals, electronics, and construction equipment.

In FY 2014, E&C led Commerce's efforts to ensure that our foreign trading partners comply with the obligations in our multilateral, bilateral, and regional trade agreements. The ITA Trade Agreements Compliance Program, led by E&C, initiated 56 investigations into trade agreement non-compliance by 20 foreign governments, with 20 (36 percent) of those investigations undertaken on behalf of small and medium enterprises. E&C closed 25 investigations successfully, resulting in the reduction or removal of foreign government-imposed trade barriers in 16 countries on behalf of a range of industries. E&C also helped maintain important export markets by advocating for U.S. companies facing 46 trade remedy (antidumping, countervailing duty, and safeguard) actions conducted by 18 countries in FY 2014. Among other things, this assistance helped ensure that U.S. exporters of solar products to India were not subject to antidumping duties and thus could compete on a level playing field for India's \$100 million solar export market.

E&C conducted 15 outreach events to improve awareness of E&C's services to help ensure a level playing field for U.S. exporters. In addition, E&C led capacity-building efforts to improve and promote foreign government trade agreement compliance, such as leading the U.S.-Brazil Regulatory Coherence talks in August, and conducting technical exchanges with Brazil and Turkey on trade remedies in July and September respectively. E&C also supported trade agreement compliance efforts through its participation in 20 WTO Committee meetings.

E&C's role in trade negotiations is to advocate for strong, enforceable disciplines. During FY 2014, E&C served as ITA lead for certain chapters during five rounds of Transatlantic Trade and Investment Partnership (T-TIP) trade agreement negotiations, during the end-game of the Trans-Pacific Partnership (TPP) negotiations, and for the U.S.-China Bilateral Investment Treaty negotiations. E&C also worked with USTR and other U.S. Government agencies to secure implementation of the WTO Trade Facilitation Agreement and to conclude the accession of New Zealand and Montenegro to the WTO Agreement on Government Procurement, both of which will improve U.S. industry's access to and rights within foreign markets.

In May 2014, E&C and USTR collaboration resulted in a WTO dispute settlement finding upholding key U.S. complaints in a challenge of China's AD and CVD measures imposed on U.S. exports of automobiles, a market worth over \$6 billion. Similar enforcement efforts contributed to the termination of 25 foreign trade remedy measures in FY 2014, affecting more than \$6.7 billion in U.S. exports.

On July 10, 2014, E&C entered into a suspension agreement with Interpipe, a Ukrainian exporter of oil country tubular goods (OCTG), suspending the antidumping investigation of imports of OCTG from Ukraine. Such agreements are exceedingly rare. The Department administers approximately 300 trade remedy orders and, before this agreement, the Department administered just 6 suspension agreements; this is the 7th.

Section 3.4: Next Steps

STRATEGIC GOAL 1: TRADE AND INVESTMENT

Expand the U.S. economy through increased exports and inward foreign investment

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

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

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

The following key initiatives support the strategies set forth under the Department's strategic objective 1.1:

- Assist U.S. companies competing for foreign procurements using the Interagency Taskforce on Commercial Advocacy.
- Advance the economic pillar of the Administration's Ukraine strategy, including engaging U.S. businesses, as appropriate, on the Ukrainian Government's economic reforms, and developing complimentary programs such as a business summit and Special American Business Internship Training (SABIT).
- Support U.S. businesses' interests in the Transatlantic Trade and Investment Partnership (T-TIP) and the Trans-Pacific Partnership (TPP); Conduct outreach on the benefits of trade and specific benefits of T-TIP and TPP.
- Conclude market-opening agreements in the Trans-Pacific region and in global trade for information technology products.
- Make significant progress in trade agreement talks with the European Union and on global trade in environmental technologies.
- Execute the work plan for the Mexico High Level Economic Dialogue promoting competitiveness, economic growth, and global leadership.
- Participate in the U.S.-East African Communities (U.S-EAC) Commercial Dialogue.
- Conduct Trade Agreement-Related Industry Impact Analysis when Congress introduces tariff suspension legislation.

The following key initiatives support the strategies set forth under the Department's strategic objective 1.2:

- Continue pilot with Census Bureau on examining the long-term impact on U.S. businesses assisted by Global Markets versus those not assisted by Global Markets.

- Test new tools to assist companies with finding their next export market under the National Export Initiative (NEI)/NEXTtext.
- Continue executing the Discover Global Markets conference series, accomplishing trade missions and continue work to develop application programming interface (API) list on website.
- Execute activities related to the Doing Business in Africa (DBIA) campaign including communicating commercial opportunities on the DBIA website, counseling businesses, and executing a Discover Global Markets conference and other events.
- Implement the FY 2015 National Travel and Tourism Strategy.
- Continue to support external engagement objectives with the technical and regulatory system implementation under the International Trade Data System (ITDS) Executive Order.
- Engage in the ITDS rollout and assist in identifying needs and concerns of supply chain operators through the Advisory Committee on Supply Chain Competitiveness (ACSCC). The ACSCC will focus on North American supply chain, freight movement, and infrastructure issues, including regional versions of the ITDS platform in FY 2015.

The following key initiatives support the strategies set forth under the Department's strategic objective 1.3:

- Successfully host a SelectUSA Investment Summit in March 2015.
- Engage economic development organizations (EDOs) to provide state-by-state information and investment opportunities to stakeholders.
- Develop a digital, online web presence and social media strategy that includes a range of tools and resources.
- Identify Interagency Investment Working Group (IIWG) priorities, objectives, capabilities, and strategic federal investment barriers to optimize client assistance.

The following key initiatives support the strategies set forth under the Department's strategic objective 1.4:

- Design and implement a new system to monitor and manage the AD/CVD case load.
- Develop a trade enforcement outreach plan to make U.S. industries, with a focus on small- and medium-sized enterprises (SMEs), aware of services E&C provides to help companies understand their rights under trade agreements, and the U.S. Government services available to address foreign government-imposed trade and investment barriers, or provide relief from injurious, unfair trade under the U.S. trade remedy laws.
- Deepen collaboration with U.S. Customs and Border Protection, Immigration and Customs Enforcement (ICE), Department of Homeland Security (DHS), Department of Justice (DOJ), and other enforcement and prosecutorial agencies by exchanging of information pertaining to AD/CVD issues, conducting training webinars, and meetings to enhance understanding and maintain the flow of information between agencies.
- Identify, investigate, and attempt removal/mitigation of foreign government imposed trade and investment barriers that contravene trade agreement obligations.
- Conduct trade agreement-related industry impact analysis to identify and develop U.S. policy concerning the effects on U.S. industry of: 1) WTO dispute settlement cases approaching retaliation; and 2) implementation of U.S. trade laws concerning trade agreement market access (e.g., Generalized System of Preferences (GSP) laws, Miscellaneous Tariff Bills).

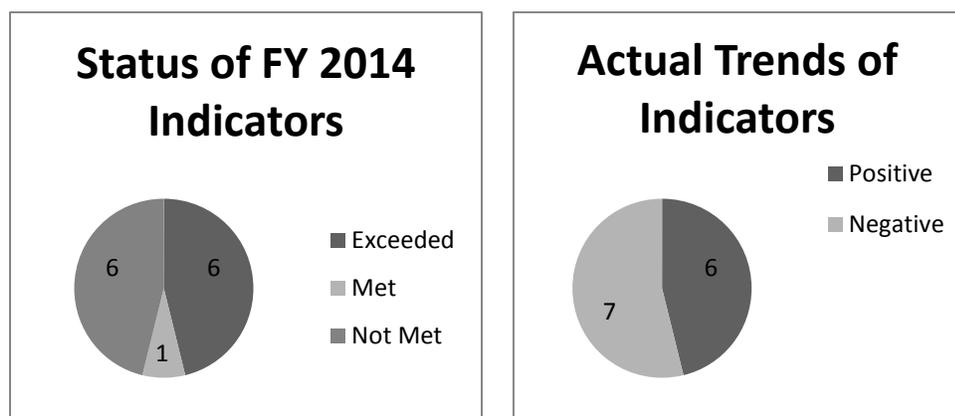
Part 4 Performance Goals / Indicators

Section 4.1: Summary of Performance

Status is based on the following standard:

Exceeded	More than 100 percent of target
Met	90 - 100 percent of target
Not Met	Below 90% of target

An indicator with a positive trend is one in which performance is improving over time while a negative trend is an indicator that has declining performance. A stable trend is one in which the goal is to maintain a standard, and that that is occurring. A varying trend in one in which the data fluctuates too much to indicate a trend. At a minimum these indicators must have three years of data.



Section 4.2: Summary of Indicator Performance

Objective 1.1: Increase opportunities for U.S. companies by opening markets globally

Indicator	Target	Actual	Status	Trend
<u>Recurring</u>				
Number of Commercial Diplomacy Cases Successfully Closed (annual)	225	343	Exceeded	Not enough data
<u>Non-Recurring</u>				
Annual cost savings resulting from the adoption of I&A recommendations contained in I&A studies and analysis	\$250M	\$0	Not met	Maintain Standard, negative
Percentage reduction in the per unit cost of data distribution	1.4%	0.2%	Not met	Directional, negative
Percent of industry-specific trade barriers that were removed or prevented	35%	10%	Not met	Variable, negative
Percent of industry-specific trade barrier milestones completed	70%	70%	Met	Variable, negative
Percent of trade agreement milestones completed	90%	69%	Not met	Not enough data

Objective 1.2: Increase U.S. exports by broadening and deepening the U.S. exporter base

Indicator	Target	Actual	Status	Trend
<u>Recurring</u>				
Exports generated annually from public/private partnerships	\$389M	\$1,082M	Exceeded	Variable, positive
Percentage of clients highly likely to recommend Global Markets assistance	69%	83%	Exceeded	Directional, positive
Number of clients assisted	22,150	17,593	Not Met	Variable, negative
Percentage of Global Markets clients that achieved their export objectives	69%	73%	Exceeded	Directional, positive
<u>Non-Recurring</u>				
Number of export transactions that U.S. exporters achieve with GM assistance	14,600	12,386	Not Met	Variable, negative

Objective 1.3: Increase high-impact inward foreign direct investment in the United States

Indicator	Target	Actual	Status	Trend
<u>Recurring</u>				
Number of investment clients assisted	900	1,006	Exceeded	Not Enough Data

Objective 1.4: Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements

Indicator	Target	Actual	Status	Trend
<u>Recurring</u>				
Percent of AD/CVD petition counseling involving small and medium-sized enterprises (SMEs)	55%	60%	Exceeded	Maintain Standard, negative

Section 4.3 Detailed Indicator Plans and Performance

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

Objective 1.1: Increase opportunities for U.S. companies by opening markets globally

New and Recurring Indicators:

Indicator	Export impact of prevention, reduction or removal of trade barriers – Dollars of exports created or retained (millions)							
Description	This indicator captures the export impact of work done on trade barriers by I&A staff. Trade barriers can include tariffs and a variety of non-tariff indicators such as: standards, domestic content requirements, foreign ownership requirements, regulations, and intellectual property rights. The goal of I&A activity is to eliminate, reduce or prevent such barriers to create or retain U.S. exports.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	\$620	\$650
Actual	N/A	N/A	N/A	N/A	\$761	\$151		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Not enough data							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2015. The FY 2016 target is largely dependent on the conclusion of several major trade agreements including the Information Technology Agreement and the Trans Pacific Partnership.							

Indicator	Export impact of prevention, reduction or removal of trade barriers – Dollars of exports created or retained (millions)
Validation and Verification	
Data Source	Calculations by I&A staff using data from Census, international sources (e.g., IMF, World Bank, United Nations), and economic models
Frequency	Quarterly
Data Storage	I&A Planning Coordination and Management Office Records; ITA Central
Internal Control Procedures	I&A trade barrier metric administration team ensures the validity and consistency of metric measurement and calculation
Data Limitations	To be determined on a case-by-case basis
Actions to be Taken	None

Indicator	Dollar exports generated from Export Trading Companies (billions)							
Description	The Export Trading Company Act allows U.S. businesses to form export joint ventures called Export Trading Companies (ETC). Companies form ETCs for various purposes including, negotiating lower shipping rates, pooling resources to expand an export market base, avoiding export rivalry by coordinating an export strategy, and selling under a single label. ITA, with the concurrence of the Justice Department, issues a Certificate of Review under the act. This indicator captures the actual export sales in billions of dollars.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	\$22.5	\$23.5
Actual	\$15.9	\$17.3	\$23.9	\$21.1	\$22.8	\$24.5		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	6 years of data, variable trend line, positive trend, some variability							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2015. ITA possesses, however, actual data from FY 2009 to current date.							
Validation and Verification								
Data Source	Annual Report of Export Trading Companies							
Frequency	Annual							
Data Storage	I&A Planning Coordination and Management Office Records							
Internal Control Procedures	Export Trading Company Act staff ensures the validity and consistency of reported export sales by Export Trading Companies.							
Data Limitations	Timely reporting of export sales by Export Trading Companies. Pursuant to 15 CFR Part 325, full receipt by ITA of all current participating ETC's reported export sales generally lags 12-15 months from reporting year.							
Actions to be Taken	None							

Indicator	Number of Commercial Diplomacy Cases Successfully Closed (annual)							
Description	This indicator captures the results of Global Markets' front-line diplomatic engagement with foreign governments based on actions directed towards a foreign government in support of a U.S. company or the U.S. national economic interest. In order to qualify as a success, this engagement requires an action by the foreign government, and an outcome that benefits a U.S. company or the U.S. national economic interest. Situations that may lead to a successfully closed commercial diplomacy case include, but are not limited to, formal USG Advocacy on foreign official procurements, discriminatory legal and regulatory framework, a hostile business environment, customs and taxation issues, unfair or nontransparent procedures, and excessive fees or penalties. It serves as a valuable tool to gauge Global Markets' performance in its government-to-government work and captures a critical component of the program's fundamental mandate to protect U.S. business interests abroad.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	225	250	300
Actual	N/A	N/A	N/A	N/A	N/A	343		
Status	N/A	N/A	N/A	N/A	N/A	Exceeded		

Indicator	Number of Commercial Diplomacy Cases Successfully Closed (annual)
Trend	Not enough data. GM started measuring this metric in FY 2014, after consolidating the former Commercial Service's (CS) Commercial Diplomacy Successes with the former Market, Access, & Compliance's (MAC) compliance and market access (C&MA) successes and Advocacy Center wins.
Actions to be taken / Future Plans	This indicator was introduced in FY 2014.
Notes	The number of Commercial Diplomacy Successes includes the former MAC C&MA successes and Advocacy Center wins.
Validation and Verification	
Data Source	ITA Client Tracking System
Frequency	Quarterly
Data Storage	Customer Relationship Management (CRM) System
Internal Control Procedures	ITA utilizes Inspector General reviews, the annual independent financial audit, and DOC/ITA verification and validation reviews to assess actual indicator data. In addition, each month, Global Markets Commercial Officers review case data relevant to their areas in the ITA Client Tracking System case database. All ITA indicators are stored on ITA's knowledge management database – ITA Central.
Data Limitations	The integration of former Market Access and Compliance (MAC) and U.S. and Foreign Commercial Service (US&FCS) databases and quality control processes into one system for Global Markets is needed to ensure accurate reporting. Some of the commercial issues Global Markets professionals work on require extensive negotiation with a foreign government lasting over 12 months, which results in fluctuation from year-to-year in the results Global Markets reports.
Actions to be Taken	Integration of database and quality control processes across former MAC and US&FCS units into one database and quality control process for Global Markets.

Indicator	Number of foreign trade barriers removed, reduced, or avoided							
Description	This indicator captures the results of ITA's efforts remove trade barriers and open markets to U.S. exports of goods and services. It is an indicator that is shared by all three ITA operating units and therefore, also serves as a unifying collaborative goal.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	70	75
Actual	N/A	N/A	N/A	N/A	N/A	74		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Not enough data. ITA started measuring this metric in FY 2014 to track its performance on trade barrier removal work, which cuts across all three ITA business units.							
Validation and Verification								
Data Source	Staff Reporting							
Frequency	Quarterly							
Data Storage	ITA's Client Tracking System/Customer Relationship Management and ITA Central							
Internal Control Procedures	ITA utilizes Inspector General reviews and DOC/ITA verification and validation reviews to confirm data accuracy and validity.							
Data Limitations	This indicator requires the compilation of data from three units that do not all share common data platforms or collection and analytical methodologies. The CTS/CRM system has deficiencies that impact data collection and will be replaced by a new system in FY 2015.							
Actions to be Taken	Operating units will develop data collection and analysis methodologies. CTS/CRM will be replaced and implemented by the end of FY 2015.							

Non-recurring indicators

Indicator	Annual cost savings resulting from the adoption of I&A recommendations contained in I&A studies and analysis (millions)					
Description	This indicator captures the value added by I&A analysts in interagency policy discussions (e.g., interagency regulatory review). Analysts determine the cost impacts of various regulations on export-dependent U.S. manufacturing and services industries (including indirect upstream and downstream effects). For example, I&A provided analysis and comments on the Environmental Protection Agency's "Industrial Boiler" rule, as well as the Department of Homeland Security's "10+2" rule, resulting in cost savings to industries regulated by those rules.					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	\$350	\$350	\$350	\$250	\$250	\$250
Actual	\$552	\$647	\$1,800	\$0	\$262	\$0
Status	Exceeded	Exceeded	Exceeded	Not met	Exceeded	Not met
Trend	6 years of data, variable trend line, huge variability.					
Explanation (if not met in FY 2014)	I&A has shifted its focus away from domestic regulatory issues since FY 2010 with President Obama's announcement of the National Export Initiative, to allow for greater focus on global competitiveness of U.S. industry.					
Notes	This indicator will be discontinued in FY 2015 because I&A has shifted its focus away from domestic regulatory issues to allow for greater focus on global competitiveness of U.S. industry.					

Indicator	Percentage reduction in the per unit cost of data distribution					
Description	The indicator provides the percentage reduction in cost of distributing data through TradeStats Express. TradeStats Express is a data analytical tool that displays the latest trade data. The database provides national, state and regional data which can be displayed in maps, graphs, and tables. The database also provides export, import, and trade balances, and can be customized.					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	N/A	N/A	N/A	1.2%	1.4%	1.4%
Actual	14.4%	0.9%	1.0%	0.9%	0.2%	0.2%
Status	N/A	N/A	N/A	Not met	Not met	Not met
Trend	6 years of data, directional trend line, negative trend, some variability.					
Explanation (if not met in FY 2014)	Maximum cost savings have been achieved since new additions to the website expand the base data and lower the savings achieved. This program was initiated more than 10 years ago and maximum efficiencies have been realized.					
Notes	This indicator will be discontinued in FY 2015. This program was initiated more than 10 years ago and maximum efficiencies have been realized.					

Indicator	Percent of industry-specific trade barriers that were removed or prevented					
Description	This indicator quantifies the success of I&A's involvement in removing industry-specific foreign trade barriers. This enables U.S. companies to bring more of their products and services to previously closed foreign markets. This indicator captures on a rolling basis the outcome of I&A's efforts to address barriers in foreign markets such as labeling requirements, foreign restrictions on U.S. investment, and foreign standards.					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	20%	30%	30%	20%	20%	35%
Actual	30%	35%	35%	37%	52%	10%
Status	Exceeded	Met	Met	Exceeded	Exceeded	Not met
Trend	6 years of data, variable trend line, negative trend, huge variability.					
Explanation (if not met in FY 2014)	This measure is superseded by a new I&A metric that tracks the dollars of exports created or retained due to the prevention, reduction or removal of trade barriers. I&A's focus on the Trans-Pacific Partnership primarily and the Transatlantic Trade and Investment Partnership secondarily consumed much of ITA's trade barrier resources in FY 2014, and limited I&A's ability to meet its FY 2014 target.					
Notes	This indicator will be discontinued in FY 2015 because this measure is superseded by a new I&A metric that tracks the dollars of exports created or retained due to the prevention, reduction or removal of trade barriers.					

Indicator	Percent of industry-specific trade barrier milestones completed					
Description	This indicator reports on the success of ITA to target and remove industry-specific trade barriers. ITA measures its long term outcomes through the removal or prevention of industry specific barriers (see indicator entitled "Percent of industry-specific trade barriers that were removed or prevented"). Key milestones track annual progress toward removal or elimination of each identified barrier. Barriers have been identified by U.S. industry and assessed by I&A program staff to determine their commercial and strategic value.					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	55%	55%	70%	55%	55%	70%
Actual	72%	75%	75%	72%	77%	70%
Status	Exceeded	Met	Met	Exceeded	Exceeded	Met
Trend	6 years of data, variable trend line, negative trend, huge variability.					
Notes	This indicator will be discontinued in FY 2015 because this measure is superseded by a new I&A metric that tracks the dollars of exports created or retained due to the prevention, reduction or removal of trade barriers.					

Indicator	Percent of trade agreement milestones completed					
Description	This indicator captures the work of I&A industry analysts and trade negotiators who work on multi-year free trade agreements that benefit U.S. exporters and are intended to enhance U.S. competitiveness. In addition, these agreement milestones ensure that I&A's efforts are aligned to the President's Trade Agenda, as well as to the Department of Commerce priorities.					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A	N/A	74%	69%
Status	N/A	N/A	N/A	N/A	Not met	Not met
Trend	Not enough data					
Explanation (if not met in FY 2014)	This measure is superseded by a new I&A metric that tracks the dollars of exports created or retained due to the prevention, reduction or removal of trade barriers. I&A's focus on the Trans-Pacific Partnership primarily and the Transatlantic Trade and Investment Partnership secondarily consumed much of ITA's trade barrier resources in FY 2014, and limited I&A's ability to meet its FY 2014 target.					
Notes	This indicator will be discontinued in FY 2015 because this measure is superseded by a new I&A metric that tracks the dollars of exports created or retained due to the prevention, reduction or removal of trade barriers.					

Objective 1.2: Increase U.S. exports by broadening and deepening the U.S. exporter base

New and Recurring Indicators

Indicator	Exports generated annually from public/private partnerships (millions)							
Description	This measure represents the dollar value of exports generated by Market Development Cooperator Program (MDCP) project activity. The MDCP is a public/private partnership that provides technical and financial assistance to non-profit organization "cooperators" such as trade associations. The MDCP generates job-sustaining exports by providing a portion of the startup costs of new foreign market development projects. The elements of each project vary, but examples include establishing product demonstration centers abroad, underwriting the cost of participation in foreign trade shows, and educating foreign authorities about industry standards. The drop between FY2013 actual and the FY2014 target is due to the expiration in 2013 of full funding for a very successful project by the National Tour Association, which received a 2009 MDCP award.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	\$86	\$1,900	\$467	\$389	\$437	\$140
Actual	\$73.7	\$86	\$2,400	\$1,500	\$2,510	\$1,082		
Status	N/A	N/A	Exceeded	Not met	Exceeded	Exceeded		
Trend	6 years of data, variable trend line, positive trend.							

Indicator	Exports generated annually from public/private partnerships (millions)
Adjustments to targets	<p>The export results for FY 2011 and 2012 are exceptionally high due to the unanticipated successful results of the National Tour Association (NTA) MDCP grant. For FY 2011, NTA estimated that its focus on increasing tourism in China would yield about \$20 million in tourism exports that it helped to broker. At \$2.3 billion, NTA's actual tourism exports to China in FY 2011 far exceeded the estimate. Accordingly, the FY 2012 estimate was increased to account for NTA's success. However, in late 2012, NTA noticed that fewer U.S. firms were registering their exports with NTA. To account for this trend NTA lowered its estimate of MDCP-generated exports that it would be able to report for FY 2013. Also, the NTA project was due to expire before the end of FY 2013 but was extended through the first quarter of FY 2014. Cooperators usually have their highest reporting toward the end of the project period. And a longer project period allows the project activity more time to generate exports that can be reported. (ITA is not allowed to ask for post-project-period reporting.)</p> <p>The FY 2015 target of \$437 was based on two assumptions (1) the USTA tourism project, which generated just over \$400 M in FY 2014 would continue through FY 2015, but at about \$300 M, 25% lower than FY 2014 to account for less robust results expected from the Nordic/Baltic markets that did so well in FY 2014; and (2) non-tourism exports would continue at about the same amount as for FY 2013, \$137 M (later adjusted to \$138 M). USTA's top-performing travel/tourism project will have expired by FY 2016, so the target for that year is \$140 M, based on the average of the export results of the non-travel/tourism MDCP projects in FY 2013 (\$138 M) and FY 2014 (\$142 M).</p>
Validation and Verification	
Data Source	I&A Analytical Reports and Studies and MDCP award recipients
Frequency	Annual
Data Storage	I&A Planning Coordination and Management Office Records
Internal Control Procedures	Reported quarterly by each cooperator. Each report is reviewed by an ITA team including an I&A industry specialist, a GM country specialist, and additional GM staff – usually both foreign and domestic. The MDCP manager approves results after they are finalized. All quarterly performance measurement reports are maintained in one database on ITA's local area network. Copies of individual reports are uploaded onto Grants Online, the system ITA uses to manage financial assistance awards to non-federal entities.
Data Limitations	None
Actions to be Taken	None

Indicator	Percentage of clients highly likely to recommend Global Markets assistance							
Description	This indicator illustrates the level of client satisfaction with Global Markets (GM) and will be used to improve the quality and efficiency of service delivery. This indicator was adopted in FY 2013. These targets were set using government customer satisfaction benchmarks from the American Customer Satisfaction Index (ACSI). ACSI results have hovered between 65-68% over the last five years, making the targets set reasonable ones.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	66%	69%	71%	73%
Actual	75%	77%	79%	82%	78%	83%		
Status	N/A	N/A	N/A	N/A	Exceeded	Exceeded		
Trend	6 years of data, directional trend line, positive trend, some variability.							
Actions to be taken / Future Plans	GM will start piloting a comment card survey for non-fee-based assistance and events to expand GM's client survey population in FY 2015 and 2016. Because this is a new business process for the organization and a new set of data, GM is not re-adjusting FY16 targets. GM will use the data gathered from the FY2015-2016 pilot to establish a more precise target in FY2017. Gathering two years of pilot data is consistent with the methodology GM used to calculate its previous targets for this measure and follows survey best practices.							
Information Gaps	Comment card data are from fee-based services only.							

Indicator	Percentage of clients highly likely to recommend Global Markets assistance
Validation and Verification	
Data Source	U.S. Exporters
Frequency	Quarterly
Data Storage	Client Comment Cards (Survey)
Internal Control Procedures	ITA utilizes Inspector General reviews and DOC/ITA verification and validation reviews to assess actual indicator data. All ITA indicators are stored on ITA's knowledge management database—ITA Central.
Data Limitations	If/when survey functionality is transitioned to the new ITA Client Relationship Management (CRM) system to be implemented in late FY15-FY16, data inconsistencies may occur.
Actions to be Taken	To be determined after implementation of the new CRM system.

Indicator	Number of clients assisted							
Description	This indicator illustrates GM's annual effectiveness in providing export counseling and assistance to additional U.S. companies. Historical data indicates that over 75 percent of companies assisted are small and medium-sized enterprises.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	19,723	20,709	20,800	22,150	23,000	23,000
Actual	N/A	18,784	20,143	18,945	18,126	17,593		
Status	N/A	N/A	Exceeded	Not met	Not met	Not met		
Trend	5 years of data, variable trend line, negative trend, and some variability.							
Explanation (if not met in FY 2014)	GM fell short of meeting its FY 2014 target largely due to under-reporting of client engagement data in CTS, GM's current customer relationship management (CRM) system.							
Actions to be taken / Future Plans	In FY 2015 GM will introduce a new CRM system, which is expected to significantly reduce the data entry burden, and thereby enable GM to provide a much more accurate accounting of clients assisted starting in FY 2016.							

Validation and Verification	
Data Source	ITA Client Tracking System
Frequency	Annual
Data Storage	Customer Relationship Management (CRM) System
Internal Control Procedures	ITA utilizes Inspector General reviews, the annual independent financial audit, and DOC/ITA verification and validation reviews to assess actual indicator data. In addition, each month, Commercial Service officers review case data relevant to their areas in the ITA Client Tracking System case database. All ITA indicators are stored on ITA's knowledge management database—ITA Central.
Data Limitations	CRM database used enterprise-wide by staff in offices in over 70 countries and 100 U.S. cities that is undergoing a review to improve the stability and performance of this system. Furthermore, internal controls are needed to ensure company size is accurately recorded.
Actions to be Taken	Review and deploy enhancements to CRM database, IT infrastructure, and internal controls.

Indicator	Percentage of Global Markets clients that achieved their export objectives							
Description	This indicator evaluates Global Markets' effectiveness in helping companies achieve their export objectives. GM offers U.S. companies a robust set of capabilities to help them achieve their international exporting goals, whether those goals are to set up an overseas distribution channel, gain easier access to challenging markets, or meet additional foreign buyers for their goods. Global Markets focuses on understanding clients' exporting needs, and providing services to meet those needs.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	69%	71%	71%
Actual	N/A	N/A	67%	68%	66%	73%		
Status	N/A	N/A	N/A	N/A	N/A	Exceeded		
Trend	4 years of data, directional trend line, positive trend, some variability.							
Actions to be taken / Future Plans	GM will start piloting a comment card survey for non-fee-based assistance and events to expand GM's client survey population in FY 2015 and 2016. Because this is a new business process for the organization and a new set of data, GM is not re-adjusting FY16 targets. GM will use the data gathered from the FY2015-2016 pilot to establish a more precise target in FY2017. Gathering two years of pilot data is consistent with the methodology GM used to calculate its previous targets for this measure and follows survey best practices.							
Information	Comment card data are from fee-based services only.							

Indicator	Percentage of Global Markets clients that achieved their export objectives
Gaps	
Validation and Verification	
Data Source	U.S. Exporters
Frequency	Quarterly
Data Storage	Client Comment Cards (Survey)
Internal Control Procedures	ITA utilizes Inspector General reviews and DOC/ITA verification and validation reviews to assess actual indicator data. All ITA indicators are stored on ITA's knowledge management database—ITA Central
Data Limitations	If/when survey functionality is transitioned to the new ITA Client Relationship Management (CRM) system to be implemented in late FY15-FY16, data inconsistencies may occur.
Actions to be Taken	To be determined after implementation of the new CRM system.

Non-recurring indicators

Indicator	Number of export transactions that U.S. exporters achieve with Global Markets (GM) assistance					
Description	This indicator measures GM's effectiveness in helping companies achieve export transactions in foreign markets. An export transaction is achieved by a U.S. firm in a foreign market as a result of GM assistance and verified by the U.S. exporter, or foreign buyer or other party to the transaction. An export transaction is defined as an international trade transaction between two commercial entities documented or evidenced by such things as a shipment of goods, a bill of lading, a sales invoice, a sales contract, or a leasing contract that involves the export of goods or services, distributor/sales agent agreement, or other reportable outcome, as defined in GM policy guidance.					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Target	N/A	N/A	N/A	N/A	N/A	14,600
Actual	12,329	12,370	14,643	14,231	14,735	12,386
Status	N/A	N/A	N/A	N/A	N/A	Not met
Trend	6 years of data, variable trend line, negative trend, huge variability.					
Explanation (if not met in FY 2014)	GM fell short of meeting its FY 2014 target primarily due to performance issues with GM's customer relationship management system, which led to underreporting as staff avoided the data collection and entry burden. Although the target for the number of export transactions was not met, the dollar value of the export transactions reported increased 64 percent to \$35.75 billion.					
Notes	This indicator will be discontinued in FY 2015 since GM is planning to use alternative data collection methods for evaluating the economic impact of GM's assistance that employ best practices recommended by outside experts and reduce the reporting burden on clients.					

Objective 1.3: Increase high-impact inward foreign direct investment in the United States

New and Recurring Indicators

Indicator	Number of investment clients assisted							
Description	This measure captures the number of domestic and foreign firms, as well as domestic and foreign Economic Development Organizations, assisted by the Department of Commerce to attract inward investment into the United States.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	900	1,600	2,400
Actual	N/A	N/A	N/A	N/A	N/A	1,006		
Status	N/A	N/A	N/A	N/A	N/A	Exceeded		
Trend	Not enough data							
Actions to be taken / Future Plans	This indicator was introduced in FY 2014.							
Validation and Verification								
Data Source	ITA Client Tracking System and SelectUSA's NextGen internal tracking system							
Frequency	Quarterly							
Data Storage	Customer Relationship Management (CRM) System							

Indicator	Number of investment clients assisted
Internal Control Procedures	ITA utilizes Inspector General reviews, the annual independent financial audit, and DOC/ITA verification and validation reviews to assess actual indicator data. In addition, each month, Global Markets Commercial Officers review case data relevant to their areas in the ITA Client Tracking System case database. All ITA indicators are stored on ITA's knowledge management database—ITA Central.
Data Limitations	CRM database used enterprise-wide by staff in offices in over 70 countries and 100 U.S. cities is undergoing a review to improve the stability and performance of this system.
Actions to be Taken	Review and deploy enhancements to CRM database, IT infrastructure, and internal controls.

Objective 1.4: Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements

New and Recurring Indicators

Indicator	Percentage of Compliance and Market Access cases initiated that are reviewed for Agreement Relevancy within the established time frame							
Description	This indicator captures the timely analysis and determination of whether a Compliance and Market Access (C&MA) case is subject to a Relevant Agreement for cases in which E&C staff are the responsible Issue Experts. E&C Issue Experts have 10 business days in which to examine a possible trade barrier, comparing it with any trade agreement obligations and determining if an agreement is "relevant" to helping to solve the case. Making this determination is an important basis for forming an action plan, since it may or may not provide leverage to help carry out the plan. This determination also dictates if the trade barrier will be termed a "compliance" case. Cases for which the agreement expert has reviewed the facts obtained and has determined that sufficient information is not yet available will be marked pending while additional information is being obtained.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	90%	90%
Actual	N/A	91%*	93%*	91%*	89%*	96%		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Data collected from FY 2010 – 2014. Variable trend line, positive trend, huge variability.							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2015.							
Notes	*E&C staff members are responsible for Relevant Agreement determinations for cases where they are the designated Issue Experts. This indicator pertains only to cases where the issues are handled by E&C.							
Validation and Verification								
Data Source	ITA/E&C's Trade Agreements Compliance maintains the Case Module framework of the Client Tracking System for use by ITA teams in documenting and communicating about casework.							
Frequency	Quarterly – this is an annual indicator, but reported quarterly for progress reporting.							
Data Storage	ITA Client Tracking System.							
Internal Control Procedures	Determinations of Agreement Relevancy are entered into each case record of the ITA Client Tracking System (CTS) by the case team's designated Issue Expert from the Office of the DAS Policy and Negotiations. Automated reports are run from CTS data weekly to monitor the timeliness of these entries and weekly case meetings are held to ensure that all staff are reminded of deadlines.							
Data Limitations	Since the indicator is an annual indicator, there will be some cases at the end of the year for which the ten business days allotted to make Agreement Relevant determinations has not entirely elapsed. Thus, the data may not completely match the number of cases initiated.							
Actions to be Taken	None. Determinations pending will be noted.							

Indicator	Percent of antidumping duty (AD) and countervailing duty (CVD) determinations issued within statutory and/or regulatory deadlines							
Description	This indicator captures the timely completion of all AD/CVD determinations associated with on-going investigations, reviews (including administrative, new shipper and changed circumstance reviews), and scope and circumvention inquiries conducted pursuant to U.S. laws and regulations. The indicator will increase certainty within the trade community as to which importers will be liable for the payment of antidumping and/or countervailing duties, the amount of the potential duties owed, and when those duties will be collected. It will also signal to domestic producers the level of potential relief provided to offset the unfair trading practices of foreign producers/exporters and governments.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	91%	91%
Actual	N/A	94%	99%	95%	96%	92%		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Performance data is available from FY 2010. Maintain Standard trend line, negative trend, huge variability.							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2015. There is data collected from FY 2010-FY 2012 that will serve as a baseline for establishing targets.							
Validation and Verification								
Data Source	ITA/E&C's AD/CVD Operations maintains a case management database.							
Frequency	Quarterly							
Data Storage	AD/CVD Operations case management database.							
Internal Control Procedures	The case management database is maintained and updated daily by staff in the Office of the DAS for AD/CVD Operations. The staff responsible for the database ensures its accuracy by cross-checking the relevant signed Federal Register notices and decision memoranda.							
Data Limitations	None							
Actions to be Taken	None							

Indicator	Percent of antidumping (AD) and countervailing duty (CVD) cash deposit and liquidation instructions issued accurately to U.S. Customs & Border Protection (CBP)							
Description	This indicator captures the accuracy of cash deposit and liquidation instructions issued by E&C to CBP to ensure collection of appropriate and accurate duties for merchandise subject to antidumping and countervailing duty proceedings.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	86%	86%
Actual	N/A	N/A	N/A	N/A	N/A	97%		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Not enough data							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2015.							
Validation and Verification								
Data Source	ITA/E&C's AD/CVD Operations maintains a management database that tracks the accuracy of the instructions.							
Frequency	Quarterly							
Data Storage	AD/CVD Operations internal database.							
Internal Control Procedures	The management database is maintained by an assigned group from each office in AD/CVD Operations. It is monitored and reviewed regularly by the AD/CVD Operations Customs Liaison Unit, which in turn cross checks it with 1) information contained in the electronic data system used to transmit the instructions to CBP, and 2) information retained by the offices responsible for populating the database.							
Data Limitations	None							
Actions to be Taken	None							

Indicator	Percent of antidumping (AD) and countervailing duty (CVD) cash deposit and liquidation instructions issued timely to U.S. Customs & Border Protection (CBP)							
Description	This indicator captures the timeliness of cash deposit and liquidation instructions issued by E&C to CBP to ensure collection of appropriate duties for merchandise subject to AD and CVD proceedings.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	88%	88%
Actual	N/A	N/A	N/A	N/A	N/A	93%		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Not enough data							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2015.							
Validation and Verification								
Data Source	ITA/E&C's AD/CVD Operations maintains a management database that tracks the timeliness of the instructions.							
Frequency	Quarterly							
Data Storage	AD/CVD Operations internal database.							
Internal Control Procedures	The management database is maintained by an assigned group from each office in AD/CVD Operations. It is monitored and reviewed regularly by the AD/CVD Operations Customs Liaison Unit, which in turn cross checks it with 1) information contained in the electronic data system used to transmit the instructions to CBP, and 2) information retained by the offices responsible for populating the database.							
Data Limitations	None							
Actions to be Taken	None							

Indicator	Percent of antidumping (AD) and countervailing duty (CVD) petition counseling involving small and medium-sized enterprises (SMEs)							
Description	This indicator captures E&C counseling assistance to U.S. small and medium-sized enterprises (SMEs) and their workers, including counseling resulting from contacts initiated by SMEs or their workers, and E&C outreach to SMEs. Such counseling improves SME's understanding of and access to the U.S. unfair trade laws dealing with injurious dumping and foreign government subsidies that can impede the competitiveness of U.S. companies and workers. After discussions with E&C's Petition Counseling and Analysis Unit (PCAU), whether a U.S. industry ultimately files an AD or CVD petition, or pursues other options, is a complex decision each party makes after considering the resources involved in participating in the AD or CVD process.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	55%	55%	Discontinued
Actual	N/A	N/A	65%	61%	30%	60%		
Status	N/A	N/A	N/A	N/A	N/A	Exceeded		
Trend	Four years of data, maintain standard trend line, negative trend, huge variability.							
Actions to be taken / Future Plans	This indicator will be discontinued in FY 2016. It will be replaced by a new measure ("Number of antidumping (AD) and countervailing duty (CVD) petition counseling sessions").							
Validation and Verification								
Data Source	PCAU maintains a database of its communications with U.S. companies							
Frequency	Annual.							
Data Storage	PCAU internal database.							
Internal Control Procedures	Analysts entering the data review the database to ensure accuracy.							
Data Limitations	Data reflect the number of companies or law firms that have contacted the PCAU. These figures may fluctuate depending on economic circumstances outside the control of the PCAU.							
Actions to be Taken	None							

Indicator	Number of antidumping (AD) and countervailing duty (CVD) Petition Counseling Sessions							
Description	As of FY 2016, we are implementing a new measure that will capture all E&C petition counseling assistance to U.S. companies and their workers, including counseling resulting from contacts initiated by companies or their workers, and E&C outreach to U.S. companies. Such counseling improves all companies' understanding of and access to the U.S. unfair trade laws dealing with injurious dumping and foreign government subsidies that can impede the competitiveness of U.S. companies and workers. After discussions with E&C's Petition Counseling and Analysis Unit (PCAU), whether or not a U.S. industry ultimately files an AD or CVD petition, or pursues other options, is a complex decision each party makes after considering the resources involved in participating in the AD or CVD process.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	230
Actual	N/A	N/A	N/A	N/A	N/A	318		
Status	N/A	N/A	N/A	N/A	N/A	N/A		
Trend	Not enough data							
Actions to be taken / Future Plans	This indicator will be introduced in FY 2016.							
Validation and Verification								
Data Source	PCAU maintains a database of its communications with U.S. companies							
Frequency	Annual.							
Data Storage	PCAU internal database.							
Internal Control Procedures	Analysts entering the data review the database to ensure accuracy.							
Data Limitations	Data reflect the number of companies, organizations (such as labor unions, trade associations, etc.), or law firms (or other representatives) that have contacted the PCAU. These figures may fluctuate depending on economic circumstances outside the control of the PCAU.							
Actions to be Taken	None							

Part 5: Other Indicators

Section 5.1: Description

Indicator	Dollar value of textile sales generated (millions)							
Description	This measure highlights I&A's ability to assist U.S. textile and apparel companies with export sales. I&A calculates the dollar value of immediate and projected textile sales generated from I&A's direct involvement with companies at international trade shows and through business to business match-making activities coordinated by I&A.							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Actual	N/A	N/A	N/A	N/A	\$22	\$25*	\$30*	\$30*
Notes	*These figures are projected amounts.							

Part 6: Agency Priority Goals

Section 6.1: APG Statement, Overview and Goal Leader

APG Statement: By September 30, 2015, the Department of Commerce will increase the percentage of companies assisted by Global Markets that achieve their export objectives to 71%.

Overview: Exports are important to fostering U.S. economic prosperity. The International Trade Administration (ITA) is committed to providing high-quality assistance that helps U.S. companies achieve their export objectives. This priority goal focuses on improving the quality of assistance ITA's trade and commercial specialists provides to companies. ITA's delivery of substantive, high value-

added assistance is affirmed when companies receiving this assistance respond that they have achieved their export objectives.

This increased emphasis on improving the quality of services provided is representative of ITA's shift in focus and strategy as the organization embarked on a major consolidation, which took effect October 1, 2013. This consolidation combines ITA's largest business unit, the U.S. and Foreign Commercial Service (US&FCS), with the Market Access and Compliance unit to form a new unit called Global Markets (GM). GM is the business unit responsible for achieving this priority goal.

With the launch of the new GM business unit, it is imperative that GM staff worldwide—all of whom interact with U.S. companies—are unified behind a common goal that focuses on the customer's unique needs. The FY2012-2013 baseline average percentage of companies assisted that achieved their export objectives is 67% for ITA's fee-for-service clients. To achieve this priority goal, GM will seek to understand individual U.S. companies' needs to be successful internationally and, subsequently, offer a customized approach that draws on the full resources available across ITA and the federal government to meet those needs. This strategic shift towards offering a more consultative approach steers ITA professionals towards identifying the problems and challenges with exporting, and designing holistic solutions for those problems. It focuses ITA on engaging with clients to offer substantive, high value-added assistance, such as helping companies select the best markets to enter, overcome trade barriers they encounter when exporting, or find suitable international business partners.

Possible barriers and challenges to achieving this priority goal include the following: ITA's current Customer Relationship Management (CRM) system is outdated, and ITA is currently in the process of replacing this system with a more modern one that will better allow tracking of activities in support of this goal. Also, GM faced challenges communicating this new priority goal and accompanying policy instructions to ITA's Global Markets field staff in FY 2014 given other organizational changes which were occurring concurrently, including a major programmatic consolidation/reorganization.

Goal Leader: Arun Kumar, Assistant Secretary and Director General of Global Markets

Section 6.2: Strategies

Continued training for client-facing staff: To improve ITA's APG performance, Global Markets will continue to train client-facing staff across the country and around the world on how to develop, document and achieve a client's export objectives; this includes training staff on best practices and standard operating procedures.

Expand data collection: Global Markets will expand usage of Comment Cards to include non-fee-based services in order to collect more client feedback data. Additionally, ITA will procure and implement a new Customer Relationship Management system in FY 2015 that will enable surveys to be sent out to all clients that receive substantive assistance during the year; this includes counseling and other assistance that currently is not tracked in a way that can be surveyed efficiently and effectively.

Section 6.3 Indicators

The following table provides information on ITA’s Priority Goal indicators:

Goal	Percentage of Global Markets clients that achieved their export objectives					
Performance Indicators	Companies assisted by Global Markets that achieve export objectives		Number of clients assisted by Global Markets		Percentage of clients highly likely to recommend Global Markets	
Description	See Section 6.1 above		This indicator illustrates ITA's reach into the U.S. business community. Historical data indicates that over 75 percent of companies assisted are small and medium-sized enterprises.		This indicator illustrates the level of client satisfaction with Global Markets and will be used to improve the quality and efficiency of service delivery. This indicator was adopted in FY 2013. These targets were set using government customer satisfaction benchmarks from the American Customer Satisfaction Index (ACSI). ACSI results have hovered between 65-68% over the last five years, making the targets set reasonable ones.	
	Target	Actual	Target	Actual	Target	Actual
FY 2014	69%	73%	22,150	17,593	69%	83%

Section 6.4: Progress Update

In FY14 Q4, 76 percent of (GM) clients reported that they achieved their export objectives. FY14’s total mark is 73 percent. As a result, GM exceeded its annual target goal of 69 percent.

For FY14, ITA’s Agency Priority Goal (APG) was captured and measured by GM’s current “Comment Cards” system for fee-based services. A client’s response of a 9 or 10 (on a scale of 1-10) to the question “How well did we meet your export objectives?” measures a positive response. This use of 9 and 10 represents a “top two box score” and is consistent with survey industry standards. A fee-based service requires a Participation Agreement (PA) between the client and GM. In FY14 Q2, GM added an “objective” box to the PA. A mutually agreed to objective is documented in the mandatory open text field. Once GM closes a PA, this mutually agreed upon objective populates in the comment card which is sent to the client. The client indicates on the card if their objective was met and returns it to GM.

Section 6.5: Next Steps

Starting in FY15, GM will expand the Comment Card system to include non-fee based services. This will enable GM to capture client feedback on a broader range of services in order to help improve and measure the full breadth of GM assistance to its clients.

In addition, in FY15 GM will pilot measuring the service delivery time for its fee-based services in an effort to address wait times (the time it takes to complete a fee-based service such as a Gold Key). These two measures will help improve customer satisfaction.

GM is conducting two pilots aimed at improving its knowledge management. The first is the Export Consulting Group pilot, which aims to offer clients a team consulting approach to assist with their export objectives. Three Export Consulting Groups (ECGs) are currently under way, each finalizing its strategic and comprehensive global business solution for the target client. The ECG pilot represents clients in services, manufacturing, urban and rural firms. The second pilot is the Knowledge Management pilot, which aims to leverage technology to create a repository of

knowledge/commercial intelligence across GM. This pilot is in the technology acquisition phase. Technology acquired as part of this pilot will assist GM employees, but also US exporters, partners, and multipliers. The goal of these pilots remains to identify knowledge, expertise, and commercial intelligence, and deliver it to the people and clients who need it.

Section 6.6: Contributing Programs

ITA—Industry and Analysis, Enforcement and Compliance, Trade Promotion Coordinating Committee member agencies, and programs including, but not limited to counseling, export financing, trade advocacy, commercial diplomacy, business matchmaking, and the National Export Initiative.

Part 7: Resource Requirements Table

Funding for the Resource Requirements table reflects total direct obligations. Reimbursable obligations are included insofar that amounts can be reasonably be predicted with little variance from year to year, and could reasonably affect the performance of indicators. Funding and FTE appear at the objective level.

DOC Trade and Investment Objective #1 Increase opportunities for U.S. companies by opening markets globally									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Base	Increase/Decrease	FY 2016 Request
Manufacturing and Services	\$33.9	\$35.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Market Access and Compliance	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Import Administration	\$10.7	\$10.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Commercial Service	\$3.1	\$3.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Industry and Analysis	\$0.0	\$0.0	\$49.9	\$42.4	\$45.8	\$48.6	\$44.4	\$1.2	\$45.6
Executive Direction/Administration	\$2.8	\$2.7	\$2.8	\$2.4	\$2.4	\$2.5	\$2.4	\$0.0	\$2.4
Total Funding	\$50.5	\$51.6	\$52.7	\$44.8	\$48.3	\$51.1	\$46.8	\$1.2	\$48.0
Direct	\$49.2	\$50.6	\$51.5	\$44.1	\$47.9	\$50.4	\$46.1	\$1.2	\$47.3
Reimbursable	\$1.3	\$1.0	\$1.3	\$0.7	\$0.4	\$0.7	\$0.7	\$0.0	\$0.7
FTE	198	190	199	184	195	204	204	0	204

DOC Trade and Investment Objective #2 Increase U.S. exports by broadening and deepening the U.S. exporter base									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Base	Increase/Decrease	FY 2016 Request
Manufacturing and Services	\$5.7	\$2.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Market Access and Compliance	\$23.8	\$27.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Import Administration	\$8.3	\$8.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Commercial Service	\$273.3	\$272.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Industry and Analysis	\$0.0	\$0.0	\$7.7	\$3.4	\$3.5	\$3.7	\$3.5	\$0.0	\$3.5
Global Markets	\$0.0	\$0.0	\$325.0	\$319.9	\$328.1	\$338.1	\$349.0	-\$5.3	\$343.7
Executive Direction/Administration	\$18.0	\$19.6	\$18.4	\$17.2	\$16.0	\$16.8	\$17.0	-\$0.3	\$16.7
Total Funding	\$329.1	\$330.5	\$351.1	\$340.4	\$347.5	\$358.6	\$369.5	-\$5.6	\$363.9
Direct	\$310.1	\$309.0	\$329.7	\$317.4	\$324.1	\$332.9	\$343.8	-\$5.6	\$338.2
Reimbursable	\$18.6	\$21.5	\$21.4	\$23.0	\$23.4	\$25.6	\$25.6	\$0.0	\$25.6
FTE	1,184	1,155	1,185	1,148	1,100	1,201	1,201	0	1,201

DOC Trade and Investment Objective #3 Increase high-impact inward foreign direct investment in the United States									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Base	Increase/Decrease	FY 2016 Request
Manufacturing and Services	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Market Access and Compliance	\$0.5	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Import Administration	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Commercial Service	\$0.0	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Global Markets	\$0.0	\$0.0	\$0.6	\$0.8	\$4.7	\$10.0	\$10.0	\$10.0	\$20.0
Executive Direction/Administration	\$0.0	\$0.0	\$0.0	\$0.3	\$0.3	\$0.3	\$0.3	\$0.0	\$0.3
Total Funding	\$0.5	\$0.7	\$0.6	\$1.2	\$5.1	\$10.3	\$10.3	\$10.0	\$20.3
Direct	\$0.5	\$0.7	\$0.6	\$1.2	\$5.1	\$10.3	\$10.3	\$10.0	\$20.3
Reimbursable	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
FTE	3	4	4	6	14	23	27	9	36

DOC Trade and Investment Objective #4 Strengthen fair competition in international trade for U.S. firms and workers by addressing and resolving foreign unfair trade practices and enforcing international trade agreements									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Base	Increase/Decrease	FY 2016 Request
Manufacturing and Services	\$11.6	\$11.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Market Access and Compliance	\$22.9	\$21.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Import Administration	\$56.5	\$55.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Commercial Service	\$4.7	\$4.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Industry and Analysis	\$0.0	\$0.0	\$12.4	\$11.9	\$11.5	\$12.2	\$12.4	-\$0.2	\$12.2
Enforcement and Compliance	\$0.0	\$0.0	\$70.5	\$70.7	\$69.1	\$77.3	\$75.8	\$6.2	\$82.0
Executive Direction/Administration	\$6.7	\$6.5	\$5.4	\$5.1	\$4.8	\$5.0	\$5.0	-\$0.1	\$4.9
Total Funding	\$102.4	\$99.1	\$88.2	\$87.7	\$85.4	\$94.6	\$93.2	\$5.9	\$99.1
Direct	\$101.9	\$98.7	\$87.4	\$87.6	\$85.3	\$94.4	\$93.1	\$5.9	\$99.0
Reimbursable	\$0.5	\$0.4	\$0.8	\$0.1	\$0.1	\$0.1	\$0.1	\$0.0	\$0.1
FTE	498	501	390	358	357	404	408	18	426

Grand Total									
Total Funding	\$482.5	\$481.9	\$492.6	\$474.1	\$486.3	\$514.6	\$519.8	\$11.5	\$531.3
Direct	\$461.7	\$459.0	\$469.2	\$450.3	\$462.4	\$488.0	\$493.3	\$11.5	\$504.8
Reimbursable	\$20.4	\$22.9	\$23.5	\$23.8	\$23.9	\$26.4	\$26.4	\$0.0	\$26.4
FTE	1,883	1,850	1,778	1,696	1,666	1,832	1,840	27	1,867

Note: Worsted Wool account included in IA/I&A.

Part 8: Other Information

Section 8.1: Major Management Priorities, Challenges, and Risks

In its FY 2014 Top Management Challenges report, the Department's OIG identified the following area for management attention: "Promoting U.S. exports while protecting national security interests."

More specifically, the OIG stated that ITA's challenge is to sustain the momentum to increase exports while managing an internal reorganization at the same time.

International Trade Administration's Response to the OIG Top Management Challenges

ITA's official responsible for OIG's Management Challenge is Ken Hyatt, Deputy Under Secretary for International Trade. ITA's Response to the OIG FY 2014 Top Management Challenge, "Implementing the National Export Initiative Under a New Organizational Structure" noted the following:

- By all measures, the National Export Initiative (NEI) has been catalytic.
 - American businesses achieved record exports for four consecutive years, with exports supporting a record 11.3 million jobs in 2013, an increase of 1.6 million jobs since 2009.
 - Thousands of companies across the country made exporting a strategy to growing their business.
 - Dozens of states and communities turned to exports as a path for economic growth to support additional jobs.
- Starting from a base of \$1.58 trillion of exports in 2009, the United States has reached an all-time high of \$2.28 trillion in 2013; the year-over-year growth rate of U.S. exports was about 3 percent through the first half of 2014.
- We cannot control the ups and downs of the global economy, but we can and must remain vigilant to maximize the potential of our free trade agreements and of every American company that wants to grow, hire and compete through exporting.
- Building on progress of the NEI, Secretary Pritzker announced NEI/NEXT in mid-May. NEI/NEXT is new customer service-driven strategies with improved information resources that will help American businesses capitalize on existing and new opportunities to sell Made-in-America goods and services abroad.
- The five objectives of NEI/NEXT are rooted in the lessons we have learned, and include:
 1. Connecting more U.S. businesses to their NEXT global customer with tailored industry-specific information and assistance.
 2. Making the NEXT international shipment easier and less expensive, through efforts to streamline U.S. government export-related services, reporting requirements and processes, and speeding American goods to more markets through domestic infrastructure improvements.
 3. Expanding access to finance for U.S. businesses' NEXT export transaction, helping more exporters obtain financing to meet international demand, and ensuring more companies know what products and services are available to reduce risk and export to new markets with confidence.
 4. Promoting exports and foreign direct investment attraction as the NEXT economic development priority in communities and regions across the country by enhancing partnerships with local and state leaders and by coordinating with SelectUSA.
 5. Creating, fostering and ensuring U.S. business' NEXT global opportunity by helping developed and developing economies improve their business environments, by opening new markets, and by establishing conditions and addressing barriers to allow more American exporters to compete and win abroad.

NEI/Next Objectives 1 and 4 are chaired by ITA and are a part of the Department of Commerce's management plan. The United States is poised to capitalize on an increasingly favorable global macroeconomic outlook, and through NEI/NEXT ITA will continue to support economic growth and create opportunities for U.S. businesses and the American workforce to sell Made-in-America goods and services to more countries.

Section 8.2: Cross-Agency Priority Goals / Collaborations

CAP Goal: Job Creating Investment

Goal leaders: Jason Miller (NEC), Bruce Andrews (DOC), Heather Higginbottom (State Department)

Deputy Goal leaders: Ken Hyatt (ITA), Arun Kumar (ITA) Charles Rivkin (State Department), Jason Miller (NEC)

Goal Statement: Improve federal investment tools and resources, while also increasing interagency coordination, to encourage foreign direct investment, spurring job growth.

Key Agency Partners: Collaboration across the Interagency Investment Working Group Members (IIWG): Departments of State, Treasury, Defense, Justice, Interior, Agriculture, Commerce, Labor, Veterans Affairs, Health and Human Services, Housing and Urban Development, Transportation, Energy, Education, and Homeland Security, the Environmental Protection Agency, the Small Business Administration, the Export Import Bank of the United States, the Office of the United States Trade Representative, the Domestic Policy Council, the National Economic Council, the National Security Staff, the Office of Management and Budget, and the Council of Economic Advisers, Federal Aviation Administration

Contribution to CAP Goal/Objectives:

- Promote and market the United States as the premier investment destination
- Improve federal services, tools and resources that facilitate inward investment
- Improve and execute federal business processes that assist potential investors and community initiatives to attract, retain, expand, and reshore investment
- Create a more attractive investment environment by identifying and initiating processes with appropriate agencies to address barriers and disincentives

Key Indicators:

- Number of investment clients assisted
- Number of EDOs counseled

Collaborations

U.S.-European Union Safe Harbor Framework Agreement: ITA leads the Safe Harbor negotiations in coordination with the Department of Justice, the Federal Trade Commission, the Office of the Director for National Security, and the National Security Council.

International Trade Data System (ITDS): ITA leads the external engagement work of the interagency program to implement the ITDS single window system in the United States by the end of 2016. In that process ITA works closely with the U.S. Department of Homeland Security, the National Security Council, U.S. Customs and Border Protection, multiple Department of Commerce bureaus (including

other parts of ITA, the Bureau of Industry and Security, the National Oceanic and Atmospheric Administration, the Economics and Statistics Administration, and the Census Bureau), plus 45 other Federal agencies engaged in data collection and customs processing at the U.S. border.

Trade Finance Education: ITA conducts its program on trade finance education in close cooperation with several U.S. government agencies and private sector organizations, including the U.S. Export-Import Bank, Small Business Administration, Department of Agriculture, Trade and Development Agency, and the Finance, Credit and International Business Association.

Section 8.3: Evidence Building

Global Markets (GM) and the Census Bureau's Center for Economic Studies (CES) established an interagency agreement to pilot a study to evaluate the long-term economic impact of GM assistance by comparing the performance of companies GM assisted versus the general business population. The pilot will be completed in Q1 of FY 2015 and similar studies will be conducted every three years. In addition, Global Markets conducted a pilot to assess the economic impact of trade barriers eliminated or reduced overseas with GM commercial diplomacy assistance. The pilot will be completed in Q1 of FY 2015 and similar economic impact assessments will be conducted annually in FY 2015 and beyond. Lastly, Global Markets streamlined a survey instrument piloted in FY 2013 to collect annual economic impact data from clients that receive in-depth export assistance from GM. The survey will be submitted in the first part of Q1 of FY 2015 to the Office of Management and Budget as part of the Paperwork Reduction Act requirement so that GM can conduct the survey annually starting in FY 2015.

ITA understands the importance of using program evaluations to assess its activities and programs and support informed programmatic and management decision-making. ITA is considering the expanded use of program evaluations as possible within available resources and will undertake an assessment during FY 2015 to determine priority evaluation areas based on strategic needs and existing information gaps. Where possible, ITA will begin new program evaluations during FY 2015.

Section 8.4: Hyperlinks

None at this time.

Section 8.5: Data Validation and Verification

The FY 2014 Summary of Performance and Finance Information includes in the Secretary's Statement, an assessment of the reliability and completeness of the Department's performance data.

Section 8.6: Lower-Priority Program Activities

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.