

The contents of this document will be discussed at a Commission Briefing scheduled for September 18, 2017.



**UNITED STATES
CONSUMER PRODUCT SAFETY COMMISSION
BETHESDA, MD 20814**

This document has been electronically
approved and signed.

DATE: August 30, 2017

THIS MATTER IS NOT SCHEDULED FOR A BALLOT VOTE.

A DECISIONAL MEETING FOR THIS MATTER IS SCHEDULED ON: October 24, 2017

TO: The Commission
Alberta E. Mills, Acting Secretary

FROM: Mary T. Boyle, General Counsel
Patricia H. Adkins, Executive Director

SUBJECT: Fiscal Year 2018 Operating Plan

The Executive Director, by the attached memorandum dated August 30, 2017, requests approval of the attached *Fiscal Year 2018 Operating Plan*. Please indicate your vote on the following options:

- I. Approve the *Fiscal Year 2018 Operating Plan*, as recommended by the Executive Director.

(Signature)

(Date)

- II. Approve the *Fiscal Year 2018 Operating Plan*, with changes.
(Please specify.)

(Signature)

(Date)

III. Do not approve the *Fiscal Year 2018 Operating Plan*.

(Signature)

(Date)

IV. Take other action. (Please specify.)

(Signature)

(Date)

Attachment: Memorandum of August 30, 2017, from Patricia H. Adkins, Executive Director, to the Commission, *Fiscal Year 2018 Operating Plan*.



United States
Consumer Product Safety Commission
4330 East-West Highway
Bethesda, MD 20814

This document has been electronically
approved and signed.

DATE: August 30, 2017

TO: The Commission

THROUGH: Alberta E. Mills, Acting Secretary
Mary T. Boyle, General Counsel

FROM: Patricia H. Adkins, Executive Director

SUBJECT: Fiscal Year (FY) 2018 Operating Plan

This memorandum requests Commission approval of the FY 2018 Operating Plan (Op Plan). The proposed Op Plan is aligned with the FY 2018 President's Budget Request (*Request*) pending before Congress. The FY 2018 *Request* is for \$123 million and 545 full-time equivalent (FTE) employees, representing a decrease of \$3.0 million from the FY 2017-enacted funding level of \$126.0 million. A description of the changes from the FY 2017-enacted appropriation to the FY 2018 *Request* is summarized in the table below; the supporting narrative for these changes can be found on page 1 of the enclosed Op Plan.

CPSC FY 2018 Budget Request - Summary of Changes from FY 2017-Enacted Appropriation

	Dollars	FTE
FY 2017 Enacted	\$126.0	567
Changes to Program:		
1. VGB Grant Program	-\$1.3	
2. Salaries & Expenses	-\$1.7	-22
FY2018 Budget Request	\$123.0	545

Currently, neither an FY 2018 full-year appropriation, nor a continuing resolution (CR) has been enacted; staff expects a short- to intermediate-term CR before the start of the fiscal year (October 1), likely funding the agency at the FY 2017 operating level of \$123 million. Because the FY 2018 *Request* is lower than the FY 2017-enacted appropriation, staff will allocate CR funding consistent with the funding adjustments identified in the summary of changes table above, until Congress takes final action on the FY 2018 *Request* and a final appropriation is enacted. The FY 2018 CPSC Mid-year process, to be conducted in the spring 2018 timeframe, will be used to align and amend this Op Plan to make it consistent with the full-year appropriation, should a full-year appropriation be enacted by that time, at a level different from the *Request*.

The Op Plan is also aligned with the priorities described in the FY 2018 *Request*. Specifically, the Op Plan supports the priorities of:

- Focusing resources on the highest-priority consumer product safety risks;
- Continuing to support import surveillance by incrementally developing the Risk Assessment Methodology (RAM) system to identify and stop noncompliant imported products from entering the U.S. marketplace;
- Emphasizing collaboration, education, and outreach by engaging all stakeholders through forums, seminars, webinars, technical stakeholder-to-government discussions, and workshops; and
- Expanding the sources and types of data analysis used to identify and assess hazards and inform compliance decisions.

The Op Plan includes the following components:

- 1) Summary of funding changes from the FY 2017-enacted appropriation to the FY 2018 *Request*;
- 2) Detailed organization funding and FTE levels aligned to the FY 2018 *Request*;
- 3) Voluntary and mandatory standards summaries;
- 4) List of resourced projects by lead organization and accompanying descriptions;
- 5) Priority activities, key performance measures (*i.e.*, publicly reported), operating performance measures, and milestones organized by major organization;
- 6) An appendix presenting changes to key performance measures from the FY 2018 *Request*; and
- 7) An appendix describing the alignment of FY 2018 Op Plan priorities, measures and milestones to the FY 2016–FY 2020 Strategic Plan.

The substantive adjustments from the FY 2018 *Request*, relative to the Voluntary and Mandatory Standards Summary Tables (*i.e.*, additions, deletions, or adjustments), appear on pages 5-7 for voluntary standards and pages 8-9 for mandatory standards. In response to congressional direction on Recreational Off-Highway Vehicles (ROVs), all work on the mandatory standard rulemaking stopped as of FY 2016, and remains so in the FY 2018 Op Plan. The ROV study by the National Academies of Sciences is not required at this time. Staff work on the ROV voluntary standard activities will continue.

Staff is available to brief the Commission before the Commission approves the Op Plan. Once finalized and approved by the Commission, the Op Plan will be posted on the CPSC's public website.

Attachment:

FY 2018 Operating Plan

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Fiscal Year 2018 Operating Plan

To implement the FY 2018 Performance Budget Request,
Submitted to Congress on May 23, 2017



An electronic version of this document is available at:
www.cpsc.gov/about-cpsc/agency-reports/performance-and-budget

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Budget Table 1

FY 2018 Operating Plan Summary of Changes

(Dollars in Millions)

	Dollars	FTE
FY 2017 Enacted	\$126.0	567
Changes to Program:		
1. VGB Grant Program	-\$1.3	
2. Salaries & Expenses (net)	-\$1.7	-22
FY 2018 Operating Plan	\$123.0	545

- 1. Virginia Graeme Baker Pool and Spa Safety Act (-\$1.3 million):** The FY 2017 Consolidated Appropriations Act included \$1.3 million, available until expended, to fund grants as established by the VGB Act, Public Law No. 110-140, Title XIV. In the CPSC's FY 2018 Performance Budget Request (*Request*), the agency indicated that it had sufficient unobligated balances from the FY 2017 appropriation to award and administer grants under the VGB Act Grant Program and did not request additional funding for this program in the FY 2018 *Request*. The CPSC will reassess whether additional funding is required to support the VGB Act Grant Program in the agency's FY 2019 *Request*.
- 2. Salaries & Expenses (-\$1.7 million):** The CPSC's FY 2018 *Request* adjusted the number of funded full-time equivalents (FTEs) to accommodate the funding reduction for the agency not attributable to the VGB Act Grant Program. This was a net adjustment, which accounted for the \$1.6 million increase in personnel costs attributable to the proposed 1.9 percent federal civilian pay raise and other operating adjustments to maintain current levels.

For additional information, please see p. 2 of the CPSC's FY 2018 *Request*, submitted to Congress on May 23, 2017, available at: www.cpsc.gov/about-cpsc/agency-reports/performance-and-budget.

Budget Table 2

Funding and FTE by Major Organization

The operating budget level for each organization in the FY 2018 Operating Plan (column 1) and the corresponding full-time equivalent (FTE) levels (column 2) are shown in the table below.

(Dollars in Thousands)		FY 2018 Operating Plan	
Budget Details – FY 2018 Salaries and Expenses		Column 1 Budget	Column 2 FTE
Commissioners	\$	165	21
Office of Hazard Identification & Reduction			159
<i>Office of Hazard Identification</i>	\$	4,076	
<i>Laboratory Operations</i>	\$	1,293	
<i>NEISS</i>	\$	2,400	
Office of Compliance & Field Operations			
<i>Compliance – HQ</i>	\$	363	56
<i>Compliance – Field Operations</i>	\$	1,646	95
Office of Import Surveillance	\$	865	42
Office of International Programs	\$	721	7
Office of Financial Management, Planning & Evaluation	\$	1,815	27
<i>Financial Audit</i>	\$	150	
Office of Information & Technology Services			40
<i>Office of Information Technology</i>	\$	80	
<i>IT Infrastructure</i>	\$	6,955	
<i>Commission's Information Systems</i>	\$	4,553	
<i>Risk Assessment Methodology – Import</i>	\$	2,600	
Office of Human Resources Management	\$	528	11
Office of Facilities Services (excludes Rent/Util/Security)	\$	1,864	10
Office of the Executive Director	\$	84	7
Office of the General Counsel	\$	608	48
Office of the Inspector General	\$	136	7
Office of Communications			10
<i>Office of Communications</i>	\$	1,330	
<i>Campaigns</i>	\$	1,400	
Office of Legislative Affairs	\$	15	3
Office of EEO & Minority Enterprise	\$	43	2
Centrally Managed Costs			
Salaries	\$	79,741	
Rent/Util/Security	\$	9,565	
Representation Fund	\$	4	
Total	\$	123,000	545

Other Available Budgetary Resources - Prior Year	Budget	FTE
VGB Grants Program ¹ [Enacted in FY 2014 Appropriation]	\$ 218	

¹ No-year appropriation enacted in FY 2014. Amount available for obligations as of August 31, 2017: \$218 thousand.

Key Performance Measure Summary

The CPSC's Key Performance Measures (KMs) are reported externally. Listed in the table below are KMs that the agency submitted with its FY 2018 *Request* to Congress (May 2017), as amended (see Appendix A). Operating Measures (OPs) and Milestones are monitored and reported internally and are included in each mission organization's section of the Operating Plan.

Strategic Objective (SO) ²	Key Performance Measure (KM)	Lead Office	FY 2018 Target
Goal 1: Workforce Cultivate the most effective consumer product safety workforce			
SO 1.1 Enhance effective strategic human capital planning and alignment	2018KM1.1.02 Percentage of full-time equivalents (FTEs) utilized	Human Resource	95%
SO 1.2 Foster a culture of continuous development	2018KM1.2.01 Percentage of employees satisfied with opportunities to improve their skills (as reported in the Federal Employee Viewpoint Survey)		73%
SO 1.3 Attract and recruit a talented and diverse workforce	2018KM1.3.01 Percentage of hiring managers trained on recruitment		75%
SO 1.4 Increase employee engagement	2018KM1.4.01 Federal Employee Viewpoint Survey Employee Engagement Index Score		74%
Goal 2: Prevention Prevent hazardous products from reaching consumers			
SO 2.1 Improve identification and assessment of hazards to consumers	2018KM2.1.01 Percentage of consumer product-related incident reports warranting follow-up actions	Hazard Identification	TBD [†]
	2018KM2.1.02 Number of hazard-characterization annual reports completed on consumer product-related fatalities, injuries, and/or losses for specific hazards		11
	2018KM2.1.03 Percentage of consumer product-related injury cases correctly captured at NEISS hospitals		90%
	2018KM2.1.04 Number of collaborations established or maintained with other organizations to work on nanotechnology research or issues affecting consumer products		3
SO 2.2 Lead efforts to improve the safety of consumer products before they reach the marketplace	2018KM2.2.01 Number of voluntary standards activities in which CPSC actively participates	Hazard Identification	76
	2018KM2.2.02 Number of candidates for rulemaking prepared for Commission consideration		15
	2018KM2.2.03 Violation rate of targeted repeat offenders	Import	TBD [†]
	2018KM2.2.04 Percentage of foreign-based industry representatives indicating increased understanding after CPSC training	International	90%
	2018KM2.2.05 Percentage of foreign regulatory agency representatives indicating increased understanding of CPSC procedures after CPSC training		90%
	2018KM2.2.06 Percentage of inbound exchange fellows indicating increased understanding of CPSC best practices after CPSC training		100%

² Progress toward each SO is measured by its corresponding KMs.

[†] TBD: To be determined.

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Strategic Objective (SO) ²	Key Performance Measure (KM)	Lead Office	FY 2018 Target
SO 2.3 Increase capability to identify and stop imported hazardous consumer products	2018KM2.3.01 Percentage of consumer product imports, identified as high risk, examined at import	Import	85%
	2018KM2.3.02 Percentage of import shipments processed through the Risk Assessment Methodology (RAM) system that are cleared within 1 business day		99%
	2018KM2.3.03 Percentage of consumer product import entries that are risk-scored by the CPSC		4%
	2018KM2.3.04 Number of import examinations completed		35,000
Goal 3: Response Respond quickly to address hazardous consumer products both in the marketplace and with consumers			
SO 3.1 Rapidly identify hazardous consumer products for enforcement action	2018KM3.1.01 Percentage of cases for which a preliminary determination is made within 85 business days of the case opening	Compliance	70%
	2018KM3.1.02 Percentage of cases for which a compliance determination of a regulatory violation is made within 35 business days of sample collection		85%
SO 3.2 Minimize further exposure to hazardous consumer products	2018KM3.2.02 Percentage of cases for which a firm is notified of a regulatory violation within 40 business days from sample collection	Compliance	85%
	2018KM3.2.03 Percentage of Fast-Track cases with corrective actions initiated within 20 business days		90%
	2018KM3.2.04 Percentage of cases for which a corrective action is accepted within 90 business days of preliminary determination		60%
SO 3.3 Improve consumer response to consumer product recalls	2018KM3.3.01 Recall effectiveness rate for all consumer product recalls	Compliance	25%
Goal 4: Communication Communicate useful information quickly and effectively to better inform decisions			
SO 4.1 Improve usefulness and availability of consumer product safety information	2018KM4.1.01 Percentage of positive responses about usefulness of information received from CPSC communication channels	Communications	82%
	2018KM4.1.02 Number of engagements with CPSC safety messaging on social media channels by stakeholders (in millions)		300
SO 4.2 Increase dissemination of useful consumer product safety information	2018KM4.2.01 Number of impressions of CPSC safety messages (in millions)	Communications	4,930
	2018KM4.2.02 Average number of business days between establishment of first draft and issuance of recall press release for the timeliest 90% of recall press releases		18.5
SO 4.3 Increase and enhance collaboration with stakeholders	2018KM4.3.01 Number of collaboration activities initiated with stakeholder groups	Communications	28

Voluntary Standards Summary

Definition: A voluntary standard is defined as a consensus product standard and is also called a safety standard. It is a prescribed set of rules, conditions, or requirements concerning definitions of product-related terms; classification of components; specification of materials, performance, or operations; delineation of procedures; or measurement of quantity and quality in describing products, materials, systems, services, or practices relating to the safety of consumer products used in and around the home, outdoors, and in schools.

Statutory Requirement: The CPSC's statutory authority requires the agency to rely on voluntary standards rather than promulgate mandatory regulations, if compliance with a voluntary standard would eliminate or adequately reduce the risk of injury identified, and it is likely that there will be substantial compliance with the voluntary standard. CPSC staff works with organizations that coordinate the development of voluntary standards.

FY 2018 Activities: Staff participation in voluntary standards activity is an ongoing process that may involve multiple revisions to a standard within 1 year or over multiple years; staff participation in such activity may continue in subsequent years, depending on the activities of the voluntary standards committees and priorities of the Commission.

CPSC staff expects to participate actively in voluntary standards activities for the products listed in the table on the pages to follow. Active participation extends beyond attendance at meetings and may include, among other things, providing injury data and hazard analyses; encouraging development or revision of voluntary standards; identifying specific risks of injury; performing research; developing health science data; performing laboratory technical assistance; and/or taking other actions that the Commission, in a particular situation, determines may be appropriate. A list of these activities can be found at 16 C.F.R. §1031.7.

Key to Table	
•	Denotes active participation in related voluntary standards activities

Voluntary Standards Summary Table

Product		FY 2018 Request	FY 2018 Op Plan
Voluntary Standards Activities Related to Existing CPSC Regulations Issued Under the CPSIA, as amended by Pub. L. No. 112-28, and including the Danny Keysar Child Product Safety Notification Act (Section 104 of the CPSIA)			
1	ATVs ³	•	•
2	Bassinets/Cradles	•	•
3	Bed Rails (Children's)	•	•
4	Bedside Sleepers	•	•
5	Carriages and Strollers	•	•
6	Child Frame Carriers	•	•
7	Commercial Cribs	•	•
8	Full-Size Cribs	•	•
9	Handheld Infant Carriers	•	•
10	Infant Bath Seats	•	•
11	Infant Bath Tubs	•	•
12	Infant Slings (Sling Carriers)	•	•
13	Infant Swings	•	•
14	Infant Walkers	•	•
15	Non-Full-Size Cribs and Play Yards	•	•
16	Portable Hook-on Chairs	•	•
17	Soft Infant and Toddler Carriers	•	•
18	Toddler Beds	•	•
19	Toys	•	•
Voluntary Standards Activities Related to Existing CPSC Regulations			
20	Child-Resistant Packaging	•	•
21	Fireworks	•	•
22	Gasoline Containers, Child Resistance	•	•
23	Swimming Pools/Spas Drain Entrapment	•	•
24	Swimming Pools/Spas Safety Vacuum Relief System	•	•
Voluntary Standards Activities Related to Petitions			
25	Adult Portable Bed Rails	•	•
26	Candles and Candle Accessories	•	•
27	Torch Fuel Containers	•	•
Voluntary Standards Activities Related to Rule Review Projects			
28	Mattresses	•	
Voluntary Standards Activities Related to Ongoing Rulemakings Under CPSIA, as amended by Pub. L. No. 112-28, and including the Danny Keysar Child Product Safety Notification Act (Section 104 of the CPSIA)			
29	Booster Seats	•	•
30	Changing Tables	•	•
31	Children's Folding (Youth) Chairs and Stools	•	•
32	Crib Bumpers (Infant Bedding)	•	•
33	Crib Mattresses (include Supplemental Mattresses)		•
34	High Chairs	•	•
35	Infant Bouncers	•	•
36	Infant Gates and Other Enclosures	•	•
37	Infant Inclined Sleep Products	•	•
38	Stationary Activity Centers	•	•
Voluntary Standards Activities Related to Ongoing or Potential Rulemaking Activities			
39	Flame Mitigation Devices (FMDs) on Disposable Fuel Containers [formerly "Flammable Liquids (Material Handling) (now includes Fuel Gels)"]	•	•

³ ATV: All-Terrain Vehicle.

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Product		FY 2018 Request	FY 2018 Op Plan
40	Furniture Tip-overs	•	•
41	Portable Fireplaces	•	•
42	Portable Generators	•	•
43	Power Equipment (Table Saws)	•	•
44	Recreational Off-Highway Vehicles (ROVs)	•	•
45	Upholstered Furniture	•	•
46	Window Coverings	•	•
Other Planned Voluntary Standards Activities			
47	Bath Tubs (Adult)	•	•
48	Batteries, Button, Lithium, Cell	•	
49	Batteries, Fire (High-Energy Density)		•
50	Batteries, Ingestion (Button)		•
51	Carbon Monoxide (CO) Alarms	•	•
52	Clothes Dryers	•	•
53	Flammable Refrigerants	•	•
54	Formaldehyde in MDF	•	
55	Formaldehyde in Particleboard	•	
56	Furnaces (CO Sensors)	•	•
57	Gasoline Containers FMDs	•	•
58	Inflatable Play Devices	•	•
59	Laundry and Dishwasher Packets	•	•
60	LP Gas Outdoor Fire Pit	•	•
61	Methylene Chloride Labeling Task Group under F15	•	•
62	Nanotechnology	•	•
63	National Electrical Code	•	•
64	Non-Integral Firearm Locking Devices	•	•
65	Phthalate Testing Methods	•	•
66	Playground Equipment (Home)	•	•
67	Playground Equipment (Public)	•	•
68	Playground Surfacing	•	•
69	Pools, Portable Unprotected (Child Drowning)	•	•
70	Pressure Cookers		•
71	Recreational Headgear	•	•
72	Safety Locks and Other Household Child-inaccessibility Devices	•	•
73	Self-balancing Scooters and Light Electric Vehicles	•	•
74	Smoke Alarms	•	•
75	Sports Protective Gear	•	•
76	Spray Polyurethane Foam Insulation	•	•
77	Tents		•
78	Trampoline Parks and Adventure Attractions	•	•
79	Washing Machines	•	•
80	Youth-Resistant Firearm Security Containers	•	•
Grand Total		75	76

Mandatory Standards Summary

Definition: Mandatory regulations, also called technical regulations, are federal rules set by statute or through rulemaking that define requirements for consumer products. They typically take the form of performance requirements that consumer products must meet, or warnings they must display, to be imported, distributed, or sold in the United States.

Statutory Requirement: The CPSC may set a mandatory regulation when it determines that compliance with a voluntary standard would not eliminate or adequately reduce a risk of injury or finds that it is unlikely that there will be substantial compliance with a voluntary standard.⁴ The Commission may also promulgate a mandatory ban of a hazardous product when it determines that no feasible voluntary standard or mandatory regulation would adequately protect the public from an unreasonable risk of injury.

FY 2018 Activities: CPSC staff plans to work on the projects listed in the table on the next page. This work will involve continuation of rulemaking activities related to the CPSIA, as well as other laws, and the work will include data analysis and technical activities supporting ongoing or potential future rulemaking activities.

Key to Table	
The term ANPR, NPR, FR, or DFR indicates that a briefing package with a draft ANPR, draft NPR, draft FR, or draft DFR was or will be submitted to the Commission. It does not indicate the final action of the Commission.	
ANPR	Advance Notice of Proposed Rulemaking
NPR	Notice of Proposed Rulemaking
FR	Final Rule
DFR	Direct Final Rule
BP	Briefing Package
DA/TR	Data Analysis and/or Technical Review

⁴ The CPSIA requires the Commission to promulgate mandatory regulations by adopting existing voluntary standards (in whole or in part) for some products, such as durable infant or toddler products, children's toys, and all-terrain vehicles (ATVs). For additional information, please refer to the CPSIA at: <https://www.cpsc.gov/regulations-laws--standards/statutes/the-consumer-product-safety-improvement-act>.

Mandatory Standards Summary Table

ITEMS BY MAJOR CATEGORIES		FY 2018 Request	FY 2018 Op Plan
CPSIA, as amended by Pub. L. No. 112-28, and including Section 104, the Danny Keysar Child Product Safety Notification Act			
	ATVs – Conspicuity	FR	FR
	ATVs – Other	DA/TR	DA/TR
	Booster Seats	FR	FR
	Changing Tables		FR
	Children's Folding (Youth) Chairs and Stools		FR
	Consumer Registration Requirement for Crib Bumpers	NPR	NPR
	Crib Bumpers	NPR	NPR
	Crib Mattresses (include Supplemental and Aftermarket)		DA/TR
	Gates and Other Enclosures	FR	NPR
	High Chairs		FR
	Infant Inclined Sleep Products	FR	FR
	Stationary Activity Centers	FR	NPR
Rule Review			
	Fireworks	FR	FR
	Lead	DA/TR	DA/TR
Other Ongoing or Potential Rulemaking-Related Activities			
	Adjudicative Rules (OGC ⁵)	DA/TR	
	Adult Portable Bed Rails Petition		BP
	Bedclothes Flammability		DA/TR
	Burden Reduction/Assure Compliance	FR, NPR	FR
	F963 Toys		BP, DFR
	FOIA ⁶ Update (OGC)	FR	
	Furniture Tip-Over	NPR	NPR
	Garage Door Operators		DFR
	Magnet Sets	FR	DA/TR
	Methylene Chloride Petition		BP
	Portable Fireplaces	DA/TR	DA/TR
	Portable Generators	FR	DA/TR
	Recreational Off-Highway Vehicles (ROVs)	DA/TR	
	Substantial Product Hazard List – 15(j) Rule	DA/TR	DA/TR
	Table Saws	FR	DA/TR
	Upholstered Furniture	DA/TR	DA/TR
	Voluntary Standards Participation (1031)	BP	BP
	Window Coverings	DA/TR	DA/TR
Number of candidates for rulemaking (ANPR, NPR, FR, and DFR)		15	15

⁵ OGC: Office of the General Counsel⁶ FOIA: Freedom of Information Act

DRAFT**Office of Hazard Identification and Reduction (EXHR)**

George Borlase, Assistant Executive Director (AED)

1. Resource Summary

	FY 2018 Operating Plan	
	Budget (in thousands)	FTE
Office of Hazard Identification and Reduction	\$ 4,076	159
Laboratory Operations	\$ 1,293	
NEISS	\$ 2,400	
Total	\$ 7,769	159

2. Overview and Priority Activities

The Office of Hazard Identification and Reduction (EXHR) is a Co-Goal Leader for Strategic Goal 2 (Prevention) and Strategic Goal 3 (Response) and is responsible for managing the CPSC's Hazard Identification and Analysis (HIA) and Hazard Assessment and Reduction (HAR) programs. EXHR develops and implements the agency's annual operating plan for those two hazard programs through the following activities: collection and analysis of data to identify hazards and hazard patterns associated with consumer products and to evaluate the risks associated with consumer products; coordination of, and participation in, the activities of voluntary standards development organizations; data analysis and technical research related to the agency's rulemaking proceedings; technical work and laboratory testing to support Hazard Assessment and Reduction, Compliance, and Import Surveillance programs; and technical evaluation of petitions submitted to the Commission.

EXHR has line authority over the Directorates for Epidemiology, Health Sciences, Economic Analysis, Engineering Sciences, Laboratory Sciences, and the Risk Management Group:

- **Directorate for Epidemiology** is responsible for the collection and analysis of data on injuries and deaths associated with consumer products.
- **Directorate of Health Sciences** is responsible for reviewing and evaluating the human health effects and hazards related to consumer products and assessing exposure, uptake, and metabolism, including information on population segments at risk.
- **Directorate of Economic Analysis** is responsible for providing the Commission with advice and information on economic and environmental matters and on the economic, social, and environmental effects of Commission actions.
- **Directorate of Engineering Sciences** is responsible for developing technical policy for and implementing the Commission's engineering programs.
- **Directorate for Laboratory Sciences** is responsible for conducting engineering analyses and testing of consumer products, supporting the development of voluntary and mandatory standards, and supporting the agency's compliance activities through product safety assessments.

FY 2018 Priority Activities⁷:

- Improve EXHR's data analytic capabilities by expanding the use of advanced analysis software tools (server SAS, text mining, and pattern recognition) (SO 2.1)
- Improve the richness of EXHR's data collection by enhancing the functionality and utility of consumer product-related, emergency department-treated injury information collected from NEISS hospitals (SO 2.1)
- Enhance capabilities and collaborations on testing and standard development for rechargeable high-energy density batteries, including lithium-ion cells, battery packs, and end-products (SO 2.2)
- Focus on preventing hazards by collaborating with businesses and stakeholders through training and seminars to better design safety into consumer products from the outset (SO 2.2)
- Submit for Commission consideration the final rule (FR) on determinations regarding testing of lead and phthalates in manufactured wood, and five FRs on products under Section 104 of the CPSIA (SO 2.2)

3. Strategic Plan Alignment and Project Summary

FY 2018 Project		Strategic Goal
11179	National Electronic Injury Surveillance System (NEISS)	2
11282	Mortality/Incident Data	2
12165	Investigations	2
13327	Emerging Hazards	2
13329	Integrated Teams	2
13330	Data Intake and Clearinghouse	2
13331	Petitions, OLA Support, and Other Hazard Work	2
14125	Economics Studies	2
21498	Upholstered Furniture Flammability Rulemaking	2
21518	Electrical Hazards: Voluntary Standards and Codes	2
21725	Fire Hazards/Voluntary Codes and Standards	2
21726	Fire Hazards: Rulemaking Activities	2
22560	Children's/Nursery Product Hazards: Voluntary Standards	2
22637	All-Terrain Vehicles (ATVs): Rulemaking Activities	2
22640	Older Consumer Safety Hazards	2
22644	Window Coverings: Rulemaking Activities	2
22646	Table Saws: Rulemaking Activities	2
22666	Mechanical Hazards: Voluntary Codes and Standards	2
22667	Mechanical Hazards: Rulemaking Activities (General Use Products)	2
22727	Children's/Nursery Product Hazards: Rulemaking Activities	2
23258	Chemical Hazards: Voluntary Standards	2
23259	Chemical Hazards: Rulemaking Activities	2
23335	Combustion (Carbon Monoxide) Hazards: Voluntary Standards Activities	2
23336	Combustion (Carbon Monoxide) Hazards: Rulemaking Activities	2
23704	Nanotechnology	2

⁷ Each of the priority activities ties to a strategic objective (SO), annotated at the bullet-point ending. For the complete list of FY 2018 Priority Activities, please see Appendix B.

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FY 2018 Project		Strategic Goal
24013	Laboratory Equipment and Operations Support	2
24505	EXHR Project Support	2
25720	Regulatory Management	2
25723	Lab Accreditation (CPSIA §102)	2
25727	Burden Reduction/Assure Compliance	2
25777	EXHR Leadership and Administration	2
	Import Activities	2

11179 - National Electronic Injury Surveillance System (NEISS)

This project includes activities associated with the NEISS. These activities provide the initial hazard and injury reports that support several Commission actions. The NEISS activity covers the identification and abstraction of approximately 400,000 consumer product-related injury reports annually from medical records. These records, from a statistical probability sample of approximately 100 hospital emergency departments, support national estimates of the number, severity, and related consumer product injury trends. These estimates inform both voluntary and mandatory standards development.

The NEISS is also the source of incidents for follow-up investigations to identify and document the hazard environment and patterns associated with selected products under CPSC's jurisdiction. This project also includes coordination of the NEISS activities that are funded by other federal agencies. This project provides technical statistical support to help ensure:

- Quality and capture of consumer product hazard/injury incident data;
- Statistically sound national injury estimates; and
- Publicly available incident data and annual characterizations of injury and hazard patterns.

The CPSC is enhancing the functionality and utility of consumer product-related emergency department-treated injury information collected from NEISS hospitals. These enhancements include two feasibility assessment projects and one project to expand selected fields of information captured from medical records:

- Assess the feasibility of statistical modeling of NEISS injury data with population data from the U.S. Census Bureau and Healthcare Cost and Utilization Project (HCUP) data from the U.S. Department of Health and Human Services (HHS) to produce consumer product-related seasonal, regional, or sociodemographic group injury estimates. This method, known as small area estimation, is intended to facilitate targeted mitigation strategies, thus increasing efficacy and reducing costs.
- Expand the amount of information abstracted from emergency department medical records. This includes expanding the length of the narrative field; modifying race and ethnicity variables to align with those used by the U.S. Census Bureau; and adding the capability of capturing secondary injuries.

Work to provide these proposed enhancements to the NEISS was initiated during the fourth quarter of FY 2017 and will carry forward into FY 2018.

11282 - Mortality/Incident Data

This project includes collection of anecdotal, mortality, and incident data associated with consumer products. This project covers resources for the identification and coding of:

- Death certificates from each of the 50 states; and
- Reports from the national network of medical examiners/coroners.

Data on deaths associated with specific products and hazards provide important information to support hazard projects and Office of Compliance and Field Operations (EXC) Section 15 action.

This project also provides support for collection of injury data from news clips; consumer complaints;

federal, state, and local governments; fire departments; attorneys; burn centers; and other sources.

12165 - Investigations

This project provides resources for about 2,000 telephone investigations and on-site investigations of product-related hazards identified by CPSC staff for in-depth study. Because initial reports from consumer complaints, news clips, the Medical Examiners and Coroners Project, the NEISS, and death certificates generally lack specific details about the incident and the product, follow-up investigations are needed to determine how injuries happen, and to provide specific information about the products involved in incidents. This project covers the assignment, performance, review, and disposition of investigation reports. The resulting reports are available for use by analysts inside and outside the CPSC.

13327 - Emerging Hazards

This project provides resources for active, systematic identification and evaluation of a variety of product-related hazards. Also included in this project is the *Predictive Modeling* proof-of-concept, which is testing to determine the utility of automated pre-screening of incident reports.

13329 - Integrated Teams

This project focuses on the tasking and coordinating of activities pertaining to incident reports that have been assigned to the Integrated Teams by an intake and triage process. Activities include: initial review of the assigned incident, referral as necessary to a subject matter expert (SME) for further evaluation, review by the SME and/or assigning the incident for an in-depth investigation (IDI), a product safety assessment, corrective action, standards development, and/or a public safety campaign. *Risk of Harm* assessments are included in this project.

13330 - Data Intake and Clearinghouse

This project provides resources for the Data Intake and Injury Information branch of the CPSC's Directorate for Epidemiology, which includes the National Injury Information Clearinghouse, a unit responsible for:

- Performing coding, data entry, and quality control of reports to be included in the CPSC's

public database (www.SaferProducts.gov) and/or its internal database;

- Requesting verification of reports and consent for publication from submitters;
- Determining eligibility of reports for posting on www.SaferProducts.gov;
- Providing notification to manufacturers under Sections 6(c) and 6A of the Consumer Product Safety Act (CPSA) of reports that describe a hazardous incident or safety concern associated with one of their products;
- Processing confidential information claims, claims of material inaccuracy, and general comments related to reports posted or to be posted on www.SaferProducts.gov;
- Providing customer support to users of the CPSC's Business Portal;
- Responding to requests for injury data; and
- Developing computer programs used for reporting on database operations and status.

13331 - Petitions, OLA Support, and Other Hazard Work

This project provides resources for activities involving hazard-related project work regarding petitions submitted by consumers and other outside parties. Once the petitions are docketed, they are evaluated by CPSC staff, which provides the Commission with a briefing package (BP) and an initial recommendation to grant, deny, or defer the petition. This project also includes responding to requests for information from the Office of Legislative Affairs (OLA), as well as any other unforeseen hazard work.

14125 - Economics Studies

This project provides resources for specialized economic information and reports for hazard project teams, other project teams and offices, Commissioners, Congress, other agencies, and the public, on an as-needed basis. Upon request, the project also provides data or support services to intra- and inter-agency taskforces and fills other one-time requests. Project staff develops and maintains economic models to be able to provide: injury cost estimates, estimates of product life, and the number of products in use; general and small business impacts of CPSC actions (*e.g.*, impacts on production costs, competition); environmental impacts of CPSC actions; labeling and recall costs;

and international trade statistics. The project also provides resources for maintaining economic models through periodic review to determine that methodological approaches are current and adequate for use by CPSC staff.

21498 - Upholstered Furniture Flammability Rulemaking

This project provides resources for developing standards to reduce the fire risk from ignitions of upholstered furniture.

21518 - Electrical Hazards: Voluntary Standards and Codes

This project provides resources for the following voluntary standards activities:

- Consideration of Clothes Dryer Temperature-Limiting Proposal for UL 2158;
- Early consultation initiative on portable electronic power supplies;
- Electrical fire voluntary standards support;
- Electrocutation fire voluntary standards support; and
- Study of unprotected lithium-ion and lithium polymer cells and batteries and their end-products.

The Commission has directed staff to perform additional work to address the emerging and ongoing hazards associated with high-energy density batteries, including, but not limited to, enforcement, voluntary and mandatory standards work, import surveillance and compliance, and industry, interagency, and intergovernmental cooperation. This project would address the emerging and ongoing hazards associated with devices powered by high-energy density batteries, including, but not limited to, lithium-ion, lithium polymer, and lithium iron phosphate batteries, as well as system safety features that ensure high-energy density batteries, battery packs, safety circuits, end-products, and chargers all work together to achieve safe operation for the intended application.

21725 - Fire Hazards: Voluntary Codes and Standards

This project provides resources for activities related to fire voluntary standards and codes. Activities may include:

- Fire loss estimate annual data update;
- Fire voluntary standards; and

- Fireworks annual data update.

In FY 2017, staff collaborated with the California Bureau of Electronic and Appliance Repair, Home Furnishings and Thermal Insulation (BEARHFTI) staff, as well as with the voluntary standards development organizations American Society for Testing and Materials (ASTM) and National Fire Protection Association (NFPA), to refine the technical aspects of TB 117-2013. While pursuing fire safety through voluntary standards efforts, in FY 2018, staff will continue to support development of voluntary standards that can achieve improvements in fire safety without increased exposure to toxic chemicals either from the furniture itself or through combustion of the furniture.

21726 - Fire Hazards: Rulemaking Activities

This project provides resources for rulemaking activities related to maintaining Flammable Fabrics Act (FFA), Federal Hazardous Substances Act (FHSA), and CPSA regulations current and consistent with the CPSC fire hazard program goals and industry practices. Activities for FY 2018 include:

- Portable Fireplaces; and
- Fireworks FR.

22560 - Children's/Nursery Product Hazards: Voluntary Standards

This project provides resources for CPSC staff's participation in voluntary standards activities related to hazards associated with the use of children's products. Activities covered by this project may include:

- Annual nursery equipment injury updates;
- Annual toy report;
- Juvenile products voluntary standards monitoring;
- Voluntary standards for children's products;
- Staff's preparation of an annual report that identifies and analyzes nursery product injuries and fatalities involving children younger than the age of 5 years.

22637 - All-Terrain Vehicles (ATVs): Rulemaking Activities

This project provides resources for staff activities to fulfill the congressional direction of the CPSIA, as amended by Pub. L. No. 112-28, to complete

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the ATV rulemaking proceeding that began with issuing an ANPR in 2006.

FY 2018 activities under this project include:

- Annual ATV death and injury data update report, with data on ATV deaths, by state; relative risk of death, by year; injuries distributed, by year; and age grouping;
- Continued technical work on passengers and stability; and
- Preparation of an FR focusing on conspicuity.

22640 - Older Consumer Safety Hazards

This project provides resources for the adult portable bed rails petition and for activities that follow from an FY 2014 staff hazard screening report that focused on senior safety, including activities to solicit information on ways in which the CPSC can better address the risk to the senior population associated with the use of consumer products.

22644 - Window Coverings: Rulemaking Activities

This project provides resources for activities related to the development of performance requirements to address the risk of strangulation from corded window coverings.

22646 - Table Saws: Rulemaking Activities

This project provides resources for activities associated with post-notice of proposed rulemaking (NPR) work, including data collection based on NEISS incidents, as appropriate, to address table saw blade-contact injuries.

22666 - Mechanical Hazards: Voluntary Codes and Standards

In FY 2018, CPSC staff will participate in activities related to the development and revision of voluntary standards for consumer products under CPSC's jurisdiction. Among these products are ATVs, ROVs, adult bed rails, power equipment (table saws), window coverings, recreational headgear, gasoline containers, inflatable play devices, and playground equipment.

22667- Mechanical Hazards: Rulemaking Activities (General Use Products)

This project is for developing regulations to reduce deaths and injuries from mechanical hazards associated with products not specifically intended for children.

In FY 2018, staff will continue to work with ASTM voluntary standards committees on the applicable tip over-related standards and follow up on any actions as a result of the tip over ANPR, if, and when, it is published by the Commission.

22727 - Children's/Nursery Product Hazards: Rulemaking Activities

Section 104 of the CPSIA, the Danny Keysar Child Product Safety Notification Act, requires the CPSC to study and develop safety standards for durable infant and toddler products. The Commission can prioritize its work on these products, but must promulgate two rules every 6 months until all of the subject products have a mandatory safety standard.

This project covers rulemaking activities related to booster seats, children's folding chairs and stools, changing tables, gates and other enclosures, high chairs, infant inclined sleep products, stationary activity centers, crib mattresses, and crib bumpers.

This project also includes continued activities related to the *Age Determination Guidelines* manual used by CPSC staff, industry, and third party testing firms to conduct age determination.

23258 - Chemical Hazards: Voluntary Standards

This project provides resources for the following voluntary standards activities:

- Flame-retardant chemicals in children's and other consumer products;
- Playground mulch and other playground surface materials manufactured from recycled materials;
- Formaldehyde emissions from furniture made with laminated wood; and
- Other chemical hazards.

This project includes participation in the crumb rubber interagency taskforce. Additionally, this project includes voluntary standards activity related to the torch fuel containers petition.

23259 - Chemical Hazards: Rulemaking Activities

This project provides resources for rulemaking activities related to lead (CPSIA §101). The project also involves participation, as needed, in meetings with federal partners about issues related to the United Nations' (UN) Globally Harmonized System of Classification and Labeling of Chemicals (GHS).

DRAFT**23335 - Combustion (Carbon Monoxide) Hazards: Voluntary Standards Activities**

This project provides resources for staff's active participation in voluntary standards and model building codes activities to reduce deaths and injuries associated with carbon monoxide (CO) poisonings and other combustion hazards through:

- CO death estimates on all combustion products;
- Determination of CO fatalities associated with engine-driven tools and portable generator use;
- CO voluntary standards support, including portable generator voluntary standard development;
- Gas appliances (CO sensors) research; and
- Assessment of gasoline fuel leakage from gasoline-powered equipment standards development.

23336 - Combustion (Carbon Monoxide) Hazards: Rulemaking Activities

This project provides resources for addressing the hazards of CO poisoning associated with portable generators. Staff will continue post-NPR work and address comments leading to the development of an FR, as appropriate.

23704 - Nanotechnology

Nanotechnology is a rapidly developing field and will have a significant impact on a number of consumer products regulated by the CPSC. In the discussion of the Reauthorization of Appropriations (Section 201), of the Conference Report on H.R. 4040, CPSIA of 2008, Congress stated that it recognizes nanotechnology as a new technology used in the manufacture of consumer products, and that the Conferees expect the CPSC to review the use of nanomaterials in consumer products. Other stakeholders have emphasized the importance of adequately addressing potential health and safety implications of nanomaterials. In FY 2018, CPSC staff will continue supporting nanotechnology research, working with other federal agencies to minimize duplication and overlap of existing research efforts and will undertake the following activities/programs:

- Collaborate with the National Science Foundation (NSF) and the Environmental Protection Agency- (EPA) funded Centers for Environmental Implications of Nanotechnology

(CEIN) to investigate human exposures to nanomaterials, including those released from consumer products;

- Collaborate with state and federal authorities, colleges and universities, and other stakeholders to expand the CPSC's effectiveness and reach to address consumer exposures to nanomaterials throughout the life-cycle of the materials;
- Work with the National Institute of Standards and Technology (NIST) to develop protocols to assess the potential release of nanoparticles from selected consumer products and determine their contributions to human exposure;
- Maintain a nanotechnology consumer product database of products that claim to have or are believed to contain nanomaterials; and
- Continue to characterize the release of nanomaterials into indoor air and determine the potential exposures to consumers.

24013 - Laboratory Equipment and Operations Support

This project provides resources required for safe and efficient operation of CPSC laboratories within the National Product Testing and Evaluation Center (NPTEC), including upgrade and purchase of new equipment, replacement of testing and lab support equipment, calibration and maintenance of equipment/test instruments, services and equipment for hazardous waste management, operational safety and compliance with applicable environmental and occupational safety and health requirements, support for facility modifications to address new equipment and/or testing capabilities, materials associated with the construction of test fixtures, and consumables and supplies to support sample and product testing for ongoing Hazard Assessment and Reduction, Compliance, International Programs, and Communications programs and projects. In FY 2018, some of the key analytical equipment items due for life-cycle replacement include combustion laboratory multi-gas analyzers, forward looking infrared (FLIR) camera systems and x-ray fluorescence (XRF) analyzers.

DRAFT**24505 - EXHR Project Support**

This project provides resources to support EXHR activities or needs, which may include providing funds for outside expertise, peer review of technical reports, specialized testing, various test equipment, supplies, and samples.

25720 - Regulatory Management

This project provides resources for various activities related to CPSC rulemakings and includes activities such as:

- Paperwork Reduction Act (PRA) support
- eFiling of Certificates pilot support; and
- HAR legal/Regulatory Flexibility Act (RFA) support.

25723 - Lab Accreditation (CPSIA §102)

In FY 2018, staff will continue the following activities:

- Administer the requirements for accreditation of third party conformity assessment bodies to assess conformity with a children's product safety rule; and
- Manage the application review process and the periodic audit of third party conformity assessment bodies as a condition for continuing accreditation by the CPSC.

This project also includes developing certification requirements for certain durable infant and toddler products and/or other children's products, as directed by the Commission.

25727 - Burden Reduction/Assure Compliance

This project provides funding for ongoing efforts toward potentially providing meaningful reduction

of third party testing costs of children's products consistent with assuring compliance with all applicable rules, regulations, bans, and standards. During the fiscal year, and within the available funding level, staff will prepare for Commission consideration a draft *Federal Register* notice and a supporting BP that address reduction of third party testing costs on Determinations Expansion – Manufactured Woods (FR) if staff determines that a reduction in third party testing costs can be accomplished consistent with assuring compliance.

Staff will also continue to work on advancing the state of technology of Fourier Transform Infrared Spectroscopy (FTIR) for phthalates testing.

25777 - EXHR Leadership and Administration

This project provides resources for EXHR directorate leadership, travel, transportation, printing, and purchases of supplies to support EXHR operation.

Import Activities

In coordination with the Office of Import Surveillance (EXIS), EXHR provides program support and resources for lab operations, including the routine testing of import samples; training EXIS staff on conducting product screening, using template kits and portable analytical devices; and managing/coordinating procurement, delivery, user training, and repairs of x-ray fluorescence (XRF) and FTIR devices used for high-volume screening at the ports.

4. Summary of Key Performance Measures

Note: Key Measures are reported externally in the agency's *Request* and year-end reports.

Control ID	Performance Measure Statement	FY 2018 Target
2018KM2.1.01	Percentage of consumer product-related incident reports warranting follow-up actions	TBD†
2018KM2.1.02	Number of hazard characterization annual reports completed on consumer product-related fatalities, injuries, and/or losses for specific hazards	11
2018KM2.1.03	Percentage of consumer product-related injury cases correctly captured at NEISS hospitals	90%
2018KM2.1.04	Number of collaborations established or maintained with other organizations to work on nanotechnology research or issues affecting consumer products	3

† TBD: To be determined.

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Control ID	Performance Measure Statement	FY 2018 Target
2018KM2.2.01	Number of voluntary standards activities in which CPSC actively participates	76
2018KM2.2.02	Number of candidates for rulemaking prepared for Commission consideration	15

5. Summary of Operating Plan Performance Measures

Note: Operating Performance Measures are monitored and reported internally.

Control ID	Performance Measure Statement	FY 2018 Target
2018OP01	Percentage of National Electronic Injury Surveillance System (NEISS) member hospitals evaluated at least once a year	98%
2018OP02	Number of reports produced on the results of collaboration on nanotechnology issues affecting consumer products	3
2018OP03	Number of incident reports collected from medical examiners and coroners	4,500
2018OP04	Number of incident reports obtained from news clips	6,000
2018OP05	Percentage of incident report verification requests mailed - either email or postal mail - within 2 business days	95%
2018OP06	Percentage of reports from eligible sources for which clerical coding is completed within 1 business day following receipt	95%
2018OP07	Percentage of notifications sent to manufacturers named in all reports eligible for the public database within 5 business days of eligibility determination	95%
2018OP08	Percentage of cases in which staff reviews or refers comments and claims from manufacturers, importers, and private labelers within 1 business day	95%
2018OP09	Percentage of business registration requests for www.SaferProducts.gov processed within 2 business days	85%
2018OP10	Percentage of headquarters telephone investigations of NEISS cases completed in fewer than 45 business days	98%
2018OP11	Percentage of completed product investigation reports provided to manufacturers within 50 business days of receiving the report	75%
2018OP12	Percentage of supporting statements for Paperwork Reduction Act renewals submitted to the Office of the General Counsel (OGC) no less than 4 months before OMB control number expiration date	85%
2018OP13	Number of standards implemented/updated for chronic hazards	TBD [†]
2018OP14	Number of chronic hazard risk assessments completed	TBD [†]
2018OP15	Number of voluntary standards activities, in which CPSC staff participated, that result in a revised standard that reduces the risk of injury associated with products covered by the standard	5
2018OP17	Average number of business days from incident received to integrated team adjudication of incident report	10
2018OP18	Percentage of Section 15 Product Safety Assessment requests that are completed within the Hazard Level Completion time assigned	90%

[†] TBD: To be determined.

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Control ID	Performance Measure Statement	FY 2018 Target
2018OP19	Percentage of priority import regulated samples (excluding fireworks) tested within 30 days of collection	85%
2018OP20	Percentage of import and domestic fireworks samples tested within 60 days of collection	90%
2018OP21	Percentage of all domestic and non-priority import regulated product samples (excluding fireworks) that are tested within 60 days of receipt at NPTEC	85%
2018OP22	Number of work-related injuries and illnesses per 100 NPTEC employees in a year (incident rate)	4

6. Annual Milestones

Note: Milestones are monitored and reported internally.

Control ID	FY 2018 Milestone Statement
2018M01	Full Operating Capability (FOC) for SAS enhancements (Server SAS, Text Mining, and Pattern Recognition)
2018M02	Recruited two new hospitals to join the NEISS
2018M03	NEISS enhancements completed (updated data retrieval from NEISS web, web-based incident data collection)
2018M04	Report published on revised method for risk informed decision-making
2018M05	Voluntary Standards Participation (1031) Status Report delivered to Commission
2018M06	Status report on Behavioral Economics research published
2018M07	Adult Portable Bed Rail Briefing Package delivered to Commission
2018M08	ASTM F963 Update Briefing Package delivered to Commission
2018M09	Methylene Chloride Policy Statement delivered to Commission

DRAFT**Office of Compliance and Field Operations (EXC)**

Robert Kaye, Assistant Executive Director (AED)

1. Resource Summary

	FY 2018 Operating Plan	
	Budget (in thousands)	FTE
Compliance HQ	\$ 363	56
Compliance Field	\$ 1,646	95
Total	\$ 2,009	151

2. Overview and Priority Activities

The Office of Compliance and Field Operations (EXC) is a Co-Goal Leader for Strategic Goal 3 (Response) and is responsible for enforcing rules, as well as conducting surveillance to ensure that hazardous products do not enter or remain in the distribution chain. Enforcement of existing rules and targeted surveillance activities require a multifaceted approach. Early in the process, staff endeavors to identify products that present a risk, which requires close and frequent interaction between field investigators and technical experts. Once hazardous products have been identified, the CPSC takes action to protect consumers and remove the product from the marketplace. EXC also plays a role in educating companies through enforcement activities to help ensure stakeholders are well informed of the requirements. EXC supports ongoing regulatory compliance activities, including data analysis, investigations, and assessments of the level of compliance with new regulations.

EXC's workforce is comprised of the:

- Washington, D.C. area headquarters team that works cooperatively with companies to voluntarily recall consumer products or prevent them from entering through U.S. ports of entry; and
- Field investigators that are located across the United States who conduct in-depth investigations on product safety hazards and incidents.

FY 2018 Priority Activities:

- Collaborate with external stakeholders, including safety organizations, industry, and consumer advocacy groups, to discuss the importance of meeting voluntary standards (SO 2.2)
- Educate manufacturers and importers on mattress regulation (SO 2.2)
- Audit casework activity associated with recalls and the existing data case management system for accuracy and efficiency (SO 3.1)
- Review current process and identify opportunities to streamline efforts and ensure a consistent approach to product recalls (SO 3.1)
- Review the CPSC corrective action monitoring process to address priority recalls and achieve operational efficiencies (SO 3.2)
- Assess CPSC Recall Effectiveness Workshop outcomes and develop next steps for improving consumer-level recall notification (SO 3.2)
- Request firms to use enhanced notification to consumers (SO 3.3)
- Enhance interagency collaboration on best practices to increase consumer response (SO 3.3)

DRAFT**3. Strategic Plan Alignment and Project Summary**

FY 2018 Project		Strategic Goal
31100	Fire Hazards	3
31102	Fire Hazards: Section 15	3
31103	Fire Hazards: Regulated	3
31163	Fireworks	3
31183	Lighters	3
31600	Electrocution Hazards	3
31602	Electrocution Hazards: Section15	3
31603	Electrocution Hazards: Regulated	3
32200	Mechanical Hazards to Children	3
32202	Mechanical Hazards to Children: Section 15	3
32203	Mechanical Hazards to Children: Regulated	3
32223	Virginia Graeme Baker Pool and Spa Safety Act (VGB Act) (Pub. L. No. 110-140)	3
32253	All-Terrain Vehicles (ATVs) (CPSIA § 232): Compliance Enforcement	3
32272	Substantial Product Hazard List and Destruction of Noncompliant Imported Products (CPSIA § 223): Section 15(j) Generic Defect Rules	3
32277	EXC Leadership and Administration	3
32400	Mechanical Hazards	3
32402	Mechanical Hazards: Section15	3
32403	Mechanical Hazards: Regulated	3
33700	Chemical Hazards	3
33702	Chemical Hazards: Section15	3
33703	Chemical Hazards: Regulated	3
33777	CFI Leadership and Administration	3
34301	State/Local Programs	3
34381	Internet Surveillance Program Support	3
	Import Activities	2

31100 - Fire Hazards

This project provides resources for compliance enforcement and remediation activities to address risks to consumers from fire hazards.

31102 - Fire Hazards: Section 15

This project provides resources for evaluating and analyzing incoming epidemiology data, to determine if there is a pattern of defect that might warrant opening a case; conducting investigations of hazards, including evaluation of technical reports and in-depth field investigations; and executing consumer product recalls. The project also provides resources for engaging with

management and the Office of the General Counsel (OGC) to assist in final negotiations.

31103 - Fire Hazards: Regulated

This project provides resources for monitoring compliance with mandatory standards for industries that the CPSC regulates. Additionally, the project provides resources for determining potential items or focus for the annual investigative program agenda; the determination would be based on reviewing overall compliance, in combination with incident reports.

DRAFT**31163 - Fireworks**

This project provides resources for compliance enforcement and remediation activities to stop the sale of fireworks that fail to comply with applicable FHSA requirements.

31183 - Lighters

This project provides resources for compliance enforcement and remediation activities to stop the sale of cigarette lighters and multipurpose lighters that fail to comply with applicable CPSA and FHSA requirements.

31600 - Electrocutation Hazards

This project provides resources for compliance enforcement and remediation activities that address defective products that present risks of electrocution.

31602 - Electrocutation Hazards: Section 15

This project provides resources for electrocution hazards associated with products not covered by mandatory regulations or standards that may involve a substantial product hazard.

31603 - Electrocutation Hazards: Regulated

This project provides resources for electrocution hazards associated with products covered by mandatory regulations or standards.

32200 - Mechanical Hazards to Children

This project provides resources for compliance enforcement and remediation activities to address risks to children from products that present mechanical hazards. Included in this project are children's articles regulated under the FHSA and products that may present substantial product hazards (excluding drowning).

32202 - Mechanical Hazards to Children: Section 15

This project provides resources for compliance activities to address mechanical hazards to children not covered by mandatory regulations or standards that may involve a substantial product hazard (excluding head injuries).

32203 - Mechanical Hazards to Children: Regulated

This project provides resources for compliance activities to address mechanical hazards to children associated with household products covered by mandatory regulations or standards (excluding drowning).

32223 - Virginia Graeme Baker Pool and Spa Safety Act (VGB Act) (Pub. L. No. 110-140)

This project provides resources for compliance and remediation activities to address risks of drowning and entrapment hazards in pools and spas.

32253 - All-Terrain Vehicles (ATVs) (CPSIA § 232): Compliance Enforcement

This project provides resources for monitoring compliance with mandatory standards for industries regulated by the CPSC. Additionally, the project provides resources for determining potential items or focus for the annual investigative program agenda; the determination would be based on reviewing overall compliance, in combination with incident reports.

32272 - Substantial Product Hazard List and Destruction of Noncompliant Imported Products (CPSIA §223): Section 15(j) Generic Defect Rules

This project provides resources for compliance enforcement and remediation activities to monitor and assess products subject to a 15(j) determination. Section 15 (15 U.S.C. § 223).

32277 - EXC Leadership and Administration

This project provides resources for EXC travel, transportation, printing, and purchases of supplies, samples, and equipment to support EXC operations.

32400 - Mechanical Hazards

This project provides resources for compliance enforcement and remediation activities to address risks to consumers from mechanical hazards. The project encompasses sports and recreational equipment, household goods, and power equipment.

32402 - Mechanical Hazards: Section 15

This project provides resources for compliance activities to address mechanical hazards not covered by mandatory regulations or standards which may involve a substantial product hazard.

32403 - Mechanical Hazards: Regulated

This project provides resources to address mechanical hazards covered by mandatory regulations or standards.

33700 - Chemical Hazards

This project provides resources for compliance enforcement and remediation activities to address risks to consumers from chemical hazards. Areas

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covered include FHSA labeling enforcement, lead hazards not addressed under CPSIA, art materials, and emerging chemical hazard investigation.

33702 - Chemical Hazards: Section 15

This project provides resources to address chemical hazards not covered by mandatory regulations or standards that may involve a substantial product hazard.

33703 - Chemical Hazards: Regulated

This project provides resources for conducting inspections, reviewing inspection reports, following up on trade complaints, and providing advice and guidance to the industry on complying with the precautionary labeling requirements under the FHSA.

33777 - CFI Leadership and Administration

This project provides resources for Compliance Field Investigation (CFI) travel, transportation, printing, and purchases of supplies, samples, and equipment to support CFI operations.

34301 - State/Local Programs

This project provides funding for the CPSC-hosted State and Local Training Caucus. This activity provides training and gives states the most current

information about the CPSIA and consumer product safety.

34381 - Internet Surveillance Program Support

This project provides resources for activities to conduct undercover Internet surveillance and monitoring of products sold to consumers via the Internet that have been recalled or that may otherwise violate a Commission rule or standard. Tasks include time to conduct Internet surveillance to review products sold by various retailers, manufacturers, and importers online, and to follow up on consumer/trade complaints.

Import Activities

In coordination with the Office of Import Surveillance (EXIS), the Office of Compliance and Field Operations provides technical review of hazards identified at ports of entry and negotiates CAPs with firms on products that have a violation at time of import. The field currently monitors ports of entry where the EXIS teams do not have a full-time presence; these are ports that have a lower volume of imported goods under CPSC's jurisdiction.

4. Summary of Key Performance Measures

Note: Key Measures are reported externally in the agency's *Request* and year-end reports.

Control ID	Performance Measure Statement	FY 2018 Target
2018KM3.1.01	Percentage of cases for which a preliminary determination is made within 85 business days of the case opening	70%
2018KM3.1.02	Percentage of cases for which a compliance determination of a regulatory violation is made within 35 business days of sample collection	85%
2018KM3.2.02	Percentage of cases for which a firm is notified of a regulatory violation within 40 business days from sample collection	85%
2018KM3.2.03	Percentage of Fast-Track cases with corrective actions initiated within 20 business days	90%
2018KM3.2.04	Percentage of cases for which a corrective action is accepted within 90 business days of preliminary determination	60%
2018KM3.3.01	Recall effectiveness rate for all consumer product recalls	25%

5. Summary of Operating Plan Performance Measures

Note: Operating Performance Measures are monitored and reported internally.

Control ID	Performance Measure Statement	FY 2018 Target
2018OP23	Percentage of samples collected for evaluation that are shipped within 5 business days of collection	85%
2018OP24	Percentage of field investigations (not including ATV and pool data collection investigations) completed in fewer than 45 business days	95%
2018OP89	Percentage of cases for which a preliminary determination is made within 20 business days of completed product safety assessments	60%
2018OP26	Percentage of cases for which a compliance determination of a regulatory violation is made within 5 business days of completed sample evaluations	85%
2018OP27	Percentage of cases where a Full Report request is sent within 5 business days of case opening	90%
2018OP28	Percentage of cases for which a firm is first notified of a regulatory violation within 30 business days from compliance determination of a violation	90%
2018OP29	Percentage of recall effectiveness checks assigned within 10 business days of CAP acceptance	85%
2018OP90	Number of recalls where social media was used to communicate a recall	TBD†

† TBD: To be determined.

6. Annual Milestones

Note: Milestones are monitored and reported internally.

Control ID	FY 2018 Milestone Statement
2018M10	Evaluated Section 15 recall cases from previous fiscal year to determine level of data quality
2018M11	Analyzed the Section 15 recall procedural process and identified activities that are inconsistent
2018M12	Performed comparative analysis on Monthly Progress Reports (MPR) to measure variables between reporting methods
2018M13	Participated in stakeholder workshop to address the importance of adhering to voluntary standards
2018M14	Assessed Recall Effectiveness Workshop outcomes and developed next steps for improving consumer-level recall notification
2018M15	Developed infographic on the use of incentives and enhanced notices in recalls as a means to promote usage during CAP negotiations
2018M16	Analyzed the Monthly Progress Reports (MPR) and Recall Effectiveness Checks (REC) data to determine further necessary action
2018M17	Met on 15 occasions with industry, consumer groups, and government agency stakeholders on how response rates to recalls can be improved
2018M18	Workshop conducted for mattress industry

DRAFT**Office of Import Surveillance (EXIS)**

James Joholske, Assistant Executive Director (AED)

1. Resource Summary

	FY 2018 Operating Plan	
	Budget (in thousands)	FTE
Import Surveillance	\$ 865	42

2. Overview and Priority Activities

The Office of Import Surveillance (EXIS) is a Co-Goal Leader for Strategic Goal 2 (Prevention) and is responsible for coordinating with the Department of Homeland Security's U.S. Customs and Border Protection (CBP) to prevent violative or hazardous products from entering the United States. EXIS has 31 investigators co-located at select ports of entry where about 72 percent of consumer product import entry lines that are risk-scored in the RAM system. To help identify potentially hazardous or defective imported consumer products, EXIS uses an innovative Risk Assessment Methodology (RAM) system, which used the CPSC's unique data, along with data from CBP, to quickly target certain high-risk consumer products arriving at U.S. ports of entry. The CPSC also collaborates with CBP at the Commercial Targeting and Analysis Center (CTAC) to implement national operations designed to optimize the federal government's response to product risk at importation.⁸

Recognizing the import challenges facing the agency, Congress required the CPSC under Section 222 of the CPSIA to use a RAM to identify products imported into the United States that are most likely to violate consumer product safety statutes and regulations. During 2016, more than 251,000 importers brought into the United States consumer products under CPSC's jurisdiction having a total estimated value of approximately \$737 billion, which averages to more than \$2 billion per day under CPSC's jurisdiction. Since 2008, four out of five product recalls in the United States involve an imported product. When product imports do not comply with federal or consensus safety standards, they pose health and safety risks to American consumers. The program also has benefited compliant trade; the CPSC has seen a 33 percent reduction in the rate of compliant shipments held as a result of the improved analytics made possible by the RAM.

FY 2018 Priority Activities:

- Identify and examine shipments likely to contain consumer products in violation of CPSC's requirements (SO 2.2)
- Engage import community, including training of first-time violators (SO 2.2)
- Collaborate with and train partner federal agencies (SO 2.2)
- Support ongoing activities that contribute to the "Single Window" platform by:
 - Continuing to provide support to CBP's Automated Commercial Environment (ACE), which is an interface connecting CBP, the trade community, and other federal government agencies to manage the admissibility of goods entering the country (SO 2.3)
 - Working with EXIT in supporting additional functionality in RAM 2.0 to automate Harmonized Tariff Schedule (HTS) changes that are made by the U.S. International Trade Commission and integrate two-way action messaging to facilitate communication between CPSC and CBP (SO 2.3)

⁸ Funding for the information technology (IT) elements of the Import Surveillance Risk Assessment Methodology (RAM) targeting system is included in the Office of Information and Technology Services' (EXIT) budget.

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- o Supporting the Border Interagency Executive Council (BIEC) in implementing the International Trade Data System (ITDS) (SO 2.3)
- Implement the Trade Facilitation and Trade Enforcement Act (TFTEA) via the established Import Safety Working Group (SO 2.3)
- Conduct a Certificate of Compliance study to advance eFiling for targeting/enforcement data initiative (SO 2.3)
- Adapt to the reorganization of CBP's new business processing and targeting functionality, including coordination with CBP's Center of Excellence and Expertise (CEE) (SO 2.3)

3. Strategic Plan Alignment and Project Summary

FY 2018 Project		Strategic Goal
34340	eFiling of Import Targeting Data	2
34351	Import: Regulated	2
34352	Import: Defects	2
34353	Import: Mission Support Activities	2
34360	Commercial Targeting and Analysis Center (CTAC) Support	2
34370	Importer Self-Assessment - Product Safety (ISA-PS)/Trusted Trader Program	2
34377	EXIS Leadership and Administration	2

34340 – eFiling of Import Targeting Data

This project provides resources for activities to evaluate and assess a test platform to manage exchange of electronic data with CBP for targeting purposes. Implementation of the “alpha” phase pilot program of CPSC’s Partner Government Agency (PGA) Message Set was successful and yielded CPSC’s technical solution for entering, receiving, and analyzing entry data. In FY 2018, a study of importers’ Certificate of Compliance data will be conducted for a subset of HTS codes; analysis will be performed on the correlation of such data to data on the overall compliance of products examined at import.

34351 - Import: Regulated

This project provides resources for Import Surveillance activities related to products covered by mandatory regulations or standards. These activities include surveillance, screening, sampling, reviewing documents, and any other activity associated with products in import status.

34352 - Import: Defects

This project provides resources for Import Surveillance activities related to products not covered by mandatory regulations or standards.

These activities include surveillance, screening, sampling, reviewing documents, and any other activity associated with products in import status.

34353 - Import: Mission Support Activities

This project provides resources to support the agency's Import Surveillance mission and includes activities performed by the CPSC's Operations Support staff.

34360 - Commercial Targeting and Analysis Center (CTAC) Support

This project provides resources to support CTAC, which is the agency's mechanism for conducting joint import enforcement programs with CBP. Along with the RAM 2.0 system, the CTAC serves as a central location for coordinating targeting efforts with CBP and other government agencies in support of agency enforcement plans, as required under Section 222 of the CPSIA.

34370 - Importer Self-Assessment - Product Safety (ISA-PS)/Trusted Trader Program

This project provides resources to support the ongoing ISA-PS project, including annual recertification of exiting members and evaluation of any new applicants. This project also provides resources to monitor CBP's progress towards

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development of a new Trusted Trader Program. This includes meeting with CBP, other federal agencies, and the trade to obtain input on program features.

34377 - EXIS Leadership and Administration

This project provides resources for EXIS travel, transportation, printing, and purchases of supplies, samples, and equipment to support EXIS operations.

4. Summary of Key Performance Measures

Note: Key Measures are reported externally in the agency's *Request* and year-end reports.

Control ID	Performance Measure Statement	FY 2018 Target
2018KM2.2.03	Violation rate of targeted repeat offenders	TBD [†]
2018KM2.3.01	Percentage of consumer product imports, identified as high-risk, examined at import	85%
2018KM2.3.02	Percentage of import shipments processed through the Risk Assessment Methodology (RAM) system that are cleared within 1 business day	99%
2018KM2.3.03	Percentage of consumer product import entries that are risk-scored by the CPSC	4%
2018KM2.3.04	Number of import examinations completed	35,000

[†] TBD: To be determined.

5. Summary of Operating Performance Measures

Note: Operating Performance Measures are monitored and reported internally.

Control ID	Performance Measure Statement	FY 2018 Target
2018OP32	Percentage of first-time violators who are engaged with a timely informed compliance inspection after violation determination	80%
20187OP33	Number of ports at which CPSC will cross-train other federal agencies' staff to identify hazardous imported products	20
20187OP35	Percentage of priority import regulated samples completed within 60 days (from collection date to CBP Notification date)	90%

6. Annual Milestones

Note: Milestones are monitored and reported internally.

Control ID	FY 2018 Milestone Statement
2018M19	Initiated a study and proposal of enforcement policy for small shipments
2018M20	Provided import surveillance training jointly with CPSC's Small Business Ombudsman to importers, including those identified as first-time violators
2018M21	Implemented a national program to target all 15(j) rules
2018M22	Completed a certificate study across importers for informing the Commission of data elements correlating to risk/compliance

Office of International Programs (EXIP)

Richard O’Brien, Director

1. Resource Summary

	FY 2018 Operating Plan	
	Budget (in thousands)	FTE
Office of International Programs	\$ 721	7

2. Overview and Priority Activities

The Office of International Programs (EXIP) is responsible for carrying out educational and outreach activities to international stakeholders. EXIP activities are focused on foreign governments and manufacturers, as well as conducting cooperative programs, training, and informational activities in foreign countries of interest to the CPSC. EXIP will continue emphasizing cooperation with multilateral organizations, China, and geographical regions and countries of special interest to the agency. EXIP maintains ties, works with its overseas partners, and provides safety information to foreign stakeholders.

FY 2018 Priority Activities:

- Train foreign-based industry representatives on U.S. product safety requirements and train foreign government product safety officials on CPSC policies, procedures, and best practices based on priority topics (SO 2.2)
- Coordinate CPSC hosting of two international product safety summits: (1) United States, European Union (EU), and China, and (2) North America (SO 2.2)
- Improve cooperation with European authorities on product safety policy (SO 2.2)
- Continue overseas training on U.S. product safety requirements for buyers and sourcing professionals representing U.S. importers (SO 2.2)
- Support activities of CPSC Beijing Office in providing a full program of product safety training for industry and effective coordination with Chinese government product safety authorities (SO 2.2)
- Provide the agency’s product safety messaging at international forums in which the CPSC represents the U.S. government (SO 2.2)
- Produce three new episodes of the product safety video series for Chinese manufacturers (SO 2.2)
- Provide timely information about recalls directly to foreign regulators and via the Organisation for Economic Cooperation and Development’s (OECD) *GlobalRecalls* portal (SO 3.3)
- Participate in the annual OECD global consumer information campaign (SO 4.2)
- Administer International Training Exchange Program with foreign counterpart regulators (SO 4.3)

3. Strategic Plan Alignment and Project Summary

FY 2018 Project		Strategic Goal
53148	Overseas Office	2
53149	International Program	2
53152	China Program	2
53153	European/International Organizations Program	2
53154	Selected Asia Pacific Program	2
53155	Southeast (SE) Asia Program	2
53156	Western Hemisphere Program	2
53177	EXIP Leadership and Administration	2

53148 - Overseas Office

This project provides resources for operations of the CPSC's overseas office, located in Beijing, China, to promote compliance with U.S. product safety requirements among exporters in Asia, especially China, and to coordinate with product safety regulators in the region.

53149 - International Program

This project provides resources for supervising the work of CPSC's international programs.

53152 - China Program

The EXIP's China Program is focused on outreach to consumer product suppliers in China and engagement with the CPSC's counterpart agency in China - the General Administration of Quality Supervision, Inspection and Quarantine (AQSIQ). The program provides training and guidance for Chinese and American manufacturing professionals, as well as resources for encouraging manufacturing practices that result in safer consumer products.

This project includes resources for intergovernmental meetings and industry training events.

53153 - European / International Organizations Program

The CPSC works with counterpart agencies of the EU and participates in product safety groups within international organizations, such as the OECD. The CPSC's work with the EU consists of joint efforts to improve the safety of consumer products imported from developing countries.

53154 - Selected Asia Pacific Program

This program covers the CPSC's work with Australia, New Zealand, Japan, South Korea, and Taiwan. Resources are used for developing closer relations with these jurisdictions. The program is aimed at improving the safety of products from the region's manufacturers and partnering with key governments to cooperate on product safety policies. This project includes resources for intergovernmental meetings and industry training events.

53155 - Southeast (SE) Asia Program

The Southeast (SE) Asia Program consists of field training conducted for manufacturers and cooperative activities with governments in the following countries: Vietnam, Singapore, Malaysia, and Indonesia. The agency conducts specific training programs targeted toward consumer product export industries in furniture construction, textiles, and shoe manufacturing. This project includes resources for intergovernmental meetings and industry training events.

53156 - Western Hemisphere Program

This program is targeted toward all CPSC international activities in North, Central, and South America. The program's primary focus is on Canada and Mexico and the Consumer Safety and Health Network (CSHN) of the Organization of American States (OAS). This project includes resources for industry training events and cooperative activities with regional governments.

53177- EXIP Leadership and Administration

This project provides resources for EXIP travel, transportation, printing, and purchases of supplies to support EXIP operations.

4. Summary of Key Performance Measures

Note: Key Measures are reported externally in the agency's *Request* and year-end reports.

Control ID	Performance Measure Statement	FY 2018 Target
2018KM2.2.04	Percentage of foreign-based industry representatives indicating increased understanding after CPSC training	90%
2018KM2.2.05	Percentage of foreign regulatory agency representatives indicating increased understanding of CPSC procedures after CPSC training	90%
2018KM2.2.06	Percentage of inbound exchange fellows indicating increased understanding of CPSC best practices after CPSC training	100%

5. Summary of Operating Plan Performance Measures

Note: Operating Performance Measures are monitored and reported internally.

Control ID	Performance Measure Statement	FY 2018 Target
2018OP36	Number of training or outreach seminars for foreign-based industry representatives conducted by CPSC staff	13
2018OP37	Number of trainings for foreign regulatory agencies conducted by CPSC staff	10
2018OP38	Number of staff exchanges with foreign counterparts undertaken under International Training Exchange Program	2
2018OP39	Number of global campaigns launched	1

6. Annual Milestones

Note: Milestones are monitored and reported internally.

Control ID	FY 2018 Milestone Statement
2018M23	Training of foreign-based industry representatives conducted
2018M24	North America Product Safety Summit completed
2018M25	U.S./EU/China Product Safety Summit completed
2018M26	Training for foreign government officials conducted by CPSC staff
2018M27	Participated in the annual OECD global consumer information campaign
2018M28	Program plans updated with outcomes for each area
2018M29	Second buyers training conducted in Vietnam
2018M30	Three new episodes of the product safety video series in Chinese language produced and posted on the Web

DRAFT**Office of Communications (OCM)**

Patty Davis, Acting Director

1. Resource Summary

	FY 2018 Operating Plan	
	Budget (in thousands)	FTE
Office of Communications	\$ 1,330	10
Campaigns	\$ 1,400	
Total	\$ 2,730	10

2. Overview and Priority Activities

The Office of Communications (OCM) is the Goal Leader for Strategic Goal 4—Communications—and is responsible for raising public awareness through timely and targeted information about consumer product safety issues and helping to empower individual citizens with information. This includes outreach on major drivers of death and injury, and notifying the public about recalls and new Commission-implemented safety requirements. The CPSC uses a variety of platforms to reach the public, including the Internet and social media. The CPSC also posts recalls and press releases in an RSS feed format, which allow blogs, TV stations, and other media to obtain information from the CPSC’s website, and in seconds, have the information posted on their websites.

FY 2018 Priority Activities:

- Assess the utility of CPSC safety messages to improve Anchor It! campaign messaging (SO 4.1)
- Design and develop new online and social media communication (SO 4.1)
- Engage service for stock video footage to use on CPSC social media and websites (SO 4.1)
- Count media impressions of, and social media engagement with, CPSC safety messages and recalls (SO 4.2)
- Develop a plan to rebrand publications and alerts (SO 4.2)
- Conduct community outreach events to reach at-risk consumers aimed at raising awareness and preventing injuries from four priority hazard areas—child drownings, child poisonings, furniture/TV tip-overs, and Safe to Sleep® (SO 4.2)
- Track timeliness of recall press releases (SO 4.2)
- Develop one communication activity on an emerging hazard (SO 4.2)
- Expand CPSC’s *Pool Safely* outreach onto new social media site (SO 4.2)
- Continue the Anchor It! campaign (SO 4.2)
- Explore strategies to communicate and interact directly with the most at-risk consumers (micro-targeting strategies) (SO 4.2)
- Expand CPSC outreach onto new social media sites (SO 4.2).
- Continue CPSC-wide collaboration plan across agency divisions to increase and enhance collaborations with stakeholders (SO 4.3)

DRAFT**3. Strategic Plan Alignment and Project Summary**

FY 2018 Project		Strategic Goal
42286	Distribution Services	4
42549	Child Safety	4
42616	Ongoing/Seasonal Programs	4
44201	Hotline	4
44522	Special Projects	4
44563	Recalls/Alerts	4
44565	Media Relations	4
44577	Communications Leadership and Administration	4
44699	Video Communication	4
44790	Virginia Graeme Baker Pool and Spa Safety Act (VGB Act) (Pub. L. No. 110-140)	4
44792	Hearing Room Operations and Maintenance	4
44793	Digital Communications	4
44794	Minority Outreach	4
44795	Media Monitoring	4

42286 - Distribution Services

This project provides resources for contracting storage and distribution services of all of CPSC's print publications.

42549 - Child Safety

This project provides resources for:

- Information and education campaigns, such as Safe to Sleep®, toy safety, tip-over protection, Anchor It!, and *Pool Safely*, and
- Raising awareness about a variety of issues affecting the vulnerable population.

42616 - Ongoing/Seasonal Programs

This project provides resources for both state and local outreach programs conducted in cooperation with OCM.

44201 - Hotline

This project provides resources for contracting services to manage and operate the CPSC Hotline, including the intake and reporting of calls, emails, consumer incident reports, and publication orders.

44522 - Special Projects

This project provides resources for the 24 targeted public information and collaboration activities that are not funded by other OCM projects.

44563 - Recalls/Alerts

This project provides resources for any effort by OCM to take advantage of opportunities to raise awareness about product recalls.

44565 - Media Relations

This project provides resources for newswire distribution of CPSC news releases and announcements, including Spanish translation and distribution services.

44577 - Communications Leadership and Administration

This project provides resources for OCM travel, transportation, printing, and purchases of supplies, samples, and equipment to support OCM operations.

44699 - Video Communication

This project provides resources for contracting video production services. Contractor will record, edit, and distribute public service announcements, video news releases, and satellite media tours to broadcast stations nationwide.

44790 - Virginia Graeme Baker Pool and Spa Safety Act (VGB Act) (Pub. L. No. 110-140)

This project provides resources for the *Pool Safely* information and education campaign to prevent

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child drownings and drain entrapments in pools and spas.

44792 - Hearing Room Operations and Maintenance

This project provides resources for maintenance of hearing room equipment and materials.

Additionally, the project provides resources for contracting captioning and transcription services for conferences, meetings, and other activities held in the Commission Hearing Room.

44793 - Digital Communications

This project provides resources for the development, production, and distribution of CPSC product safety messages via various online platforms.

44794 - Community/Minority Outreach

This project provides resources to support the CPSC's extensive efforts to reach minority and

underserved consumers with safety messages related to poison prevention, tip-over prevention, drowning prevention, and creating a safe sleep environment for babies.

Although CPSC safety messages receive substantial coverage by mainstream media, many minority consumers, including those who are disproportionately affected by product hazards, may not be receiving the life-saving messages. The CPSC collaborates with media and grassroots organizations that serve minority and underserved populations to increase awareness about critical safety hazards in these communities.

44795 - Media Monitoring

This project provides resources for contracting news monitoring services, including reports of news coverage involving CPSC actions, as well as news from TV, radio, print, and online sources.

4. Summary of Key Performance Measures

Note: Key Measures are reported externally in the agency's *Request* and year-end reports.

Control ID	Performance Measure Statement	FY 2018 Target
2018KM4.1.01	Percentage of positive responses about usefulness of information received from CPSC communication channels	82%
2018KM4.1.02	Number of engagements with CPSC safety messaging on social media channels by stakeholders (in millions)	300
2018KM4.2.01	Number of impressions of CPSC safety messages (in millions)	4,930
2018KM4.2.02	Average number of business days between establishment of first draft and issuance of recall press release for the timeliest 90% of recall press releases	18.5
2018KM4.3.01	Number of collaboration activities initiated with stakeholder groups	28

5. Summary of Operating Plan Performance Measures

Note: Operating Performance Measures are monitored and reported internally.

Control ID	Performance Measure Statement	FY 2018 Target
2018OP40	Number of events at which CPSC collects information from stakeholders on usefulness of CPSC consumer product safety messages	10
2018OP41	Number of messages sent to Neighborhood Safety Network (NSN)	24
2018OP43	Number of visits to CPSC websites (in millions)	12
2018OP44	Number of followers on Twitter signed up to receive CPSC safety messages in English and Spanish	50,000
2018OP45	Number of community outreach activities conducted	10

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Control ID	Performance Measure Statement	FY 2018 Target
2018OP46	Number of pool and spa safety information and education activities conducted	8
2018OP47	Number of consumers who have taken the <i>Pool Safely</i> Pledge	20,000
2018OP48	Number of furniture and television tip-over prevention activities conducted	4
2018OP49	Number of Safe to Sleep® activities conducted	7
2018OP50	Number of new social media platforms for which CPSC establishes a presence to promote CPSC programs, recalls, and alerts	1
2018OP51	Percentage of voice mail messages responded to by Hotline staff by the next business day	98%
2018OP52	Percentage of incoming calls to Hotline operators that are abandoned	< 5%
2018OP53	Percentage of incoming calls sent to Hotline operators that are answered within 30 seconds	85%
2018OP54	Number of audience impressions related to consumer product recalls announced by CPSC (in millions)	15,000
2018OP55	Number of audience impressions of CPSC safety messages on priority hazards in vulnerable communities, excluding recalls (in millions)	2,530
2018OP56	Number of audience impressions of CPSC safety messages on targeted consumer product safety hazards, excluding recalls (in millions)	2,400
2018OP60	Number of audience impressions of CPSC safety messages related to Safe to Sleep® through information and education activities, excluding recalls (in millions)	120
2018OP61	Number of audience impressions of <i>Pool Safely</i> safety messages related to drowning and drain entrapment prevention in pools and spas, excluding recalls (in millions)	1,500
2018OP62	Number of audience impressions of CPSC safety messages related to tip-over prevention/Anchor It!, excluding recalls (in millions)	800
2018OP63	Number of audience impressions of CPSC safety messages focused on effects of safety hazards on minority audiences, excluding recalls (in millions)	110

6. Annual Milestones

Note: Milestones are monitored and reported internally.

Control ID	FY 2018 Milestone Statement
2018M31	Implemented assessment findings from focus group conducted in FY 2017 into Anchor It! campaign messaging
2018M32	Three new video products produced for use on CPSC social media or websites with contracted stock footage
2018M33	Rebranding plan of publications and alerts to align with CPSC's other communications platforms completed
2018M34	Research on strategies in the public and private sectors to reach most-at-risk consumers with safety messages initiated
2018M35	One communication activity on an emerging hazard developed and posted on CPSC's website or social media site
2018M36	CPSC's <i>Pool Safely</i> 's presence established on one new social media site
2018M37	CPSC safety messages posted on social media sites using paid promotion

DRAFT**Office of Information Technology (EXIT)**

James Rolfes, Chief Information Officer (CIO)

1. Resource Summary

	FY 2018 Operating Plan	
	Budget (in thousands)	FTE
Office of Information Technology	\$ 80	40
IT Infrastructure	\$ 6,955	
Commission's Information Systems	\$ 4,553	
Risk Assessment Methodology - Import	\$ 2,600	
Total	\$ 14,188	40

2. Overview and Priority Activities

The Office of Information and Technology Services (EXIT) provides information resource management products and services to support directly and indirectly all agency programs for overall mission achievement. EXIT is responsible for the development, implementation, operations, maintenance, and protection of all information technology, networks, and systems for the CPSC. EXIT is also responsible for policy, planning, and compliance activities related to the effective management of information and technology, as required by law, regulation, and policy, including, but not limited to, the Clinger-Cohen Act (CCA), Office of Management and Budget (OMB) Circular A-130, OMB Circular A-11, the Federal Information Technology Acquisition Reform Act (FITARA), the Federal Information Security Management Act (FISMA), the Government Paperwork Elimination Act (GPEA), Section 508 of the Rehabilitation Act, and the E-Government Act.

FY 2018 Priority Activities:

- Support data governance and improvements in enterprise data management (agency-wide)
- Improve flexibility, scalability, and resiliency of CPSC information systems by continuing to virtualize information management capabilities, including the computing desktop environment, supporting systems, and databases (agency-wide)
- Expand CPSC's mission capabilities through collaboration with program areas to solve information management challenges: Specific initiatives include providing ongoing support and development of the Risk Assessment Methodology (RAM) system capabilities (agency-wide)
- Maintain focus on protection of CPSC data and systems by continuing improvements on security management practices: Specific initiatives include resolution of identified security vulnerabilities and establishing a NIST cybersecurity framework that integrates Enterprise Risk Management (ERM) (agency-wide)
- Provide support for increasing agency capacity to analyze hazard data (SO 2.1)
- Operate and maintain RAM 2.0 (SO 2.3)
- Support RAM 2.0 (SO 2.3)
- Operate and maintain agency websites (SO 4.1)

DRAFT**3. Strategic Plan Alignment and Project Summary**

FY 2018 Project		Strategic Goal
13328	Consumer Product Safety Risk Management System (CPSRMS)	2
34310	Risk Assessment Methodology (RAM) (CPSIA § 222)	2
54174	EXIT Leadership and Administration	All
54575	IT Security	All
99933	Voice/Data Telecommunications	All
99945	Capital Replacement	All
99947	Programming Support	All
99951	User Support	All
99952	Network Management	All
99953	Website Management	All
99954	IT Business Applications	All

13328 - Consumer Product Safety Risk Management System (CPSRMS)

This project provides resources for activities associated with operations and maintenance of the Consumer Product Safety Risk Management System (CPSRMS). The CPSRMS is a comprehensive system consisting of three core components:

- Public and business portals (www.SaferProducts.gov);
- Review, analysis, and decision support system (CPSC360); and
- Dynamic Case Management System (DCM).

The system will continue to improve the management of investigations and give CPSC the capability to assess, predict, and act on product risks. The CPSRMS will also continue to allow instant communication between the Commission and the public.

34310 - Risk Assessment Methodology (RAM) (CPSIA § 222)

This project provides resources for activities to operate, maintain, and develop the CPSC's Risk Assessment Methodology (RAM) surveillance system for the identification of shipments of consumer products that are:

- Intended for import into the United States; and
- Likely to include consumer products in violation of Section 17(a) of the CPSA (15 U.S.C. § 2066(a)) or other import provisions enforced by the CPSC.

This project includes activities to evaluate, assess, and share information with CBP about shipments

of consumer products intended for import into the customs territory of the United States.

54174 - EXIT Leadership and Administration

This project provides resources for EXIT travel, transportation, printing, and purchases of supplies, samples, and equipment to support EXIT operations.

54575 - IT Security

This project provides resources for implementation and management of the CPSC's IT Security program, which involves maintaining a secure information environment throughout the CPSC and ensuring information system confidentiality, integrity, and availability. In FY 2018, EXIT will develop a system-level, risk-management strategy and integrate with agency-wide risk-management processes. EXIT will also update the security control catalog for its major systems, including security control tailoring and revisions of security control implementation statements.

99933 - Voice/Data Telecommunications

This project provides resources for services, including: voice (local and long distance), cellular, wide area network (WAN), local dedicated data lines, domain, and Web streaming; telecom equipment; and maintenance and repairs, which are administered by EXIT. In FY 2018, EXIT will complete the upgrade of cellular phones and improve connectivity at port locations.

99945 - Capital Replacement

This project provides resources for annual investment and maintenance costs of IT-based

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systems. This includes upgrading hardware and software assets and replacing aging systems, such as user laptops and computer monitors, server hardware, routers, switches, desktop telephones, and Network Attached Storage (NAS) systems. In FY 2018, EXIT will replace the most critical equipment at or approaching end of life.

99947 - Programming Support

This project provides resources for contract programmers and database administrator services to support the agency's IT applications.

99951 - User Support

This project provides resources for supporting end users of the agency's equipment, software, systems, and services (*e.g.*, Help Desk support, software licensing, and printer maintenance). In FY 2018, EXIT will conduct an assessment with end-user input to improve future service delivery.

99952 - Network Management

This project provides resources for supporting management of the agency's IT infrastructure, which includes the operation and maintenance of

networks, servers, and other IT equipment and systems. In FY 2018, EXIT will continue to virtualize systems, including servers and desktop environments, modernize the backup system, and develop fail-over capabilities at the NPTEC data center.

99953 - Website Management

This project provides resources for operating and maintaining the CPSC's websites to meet the needs of the agency, consumers, businesses, and other stakeholders who seek relevant information about CPSC activities. In FY 2018, EXIT plans to improve self-service capabilities for businesses on the Lab Search web page on www.cpsc.gov.

99954 - IT Business Applications

This project provides resources for systems, including those from Shared-Service providers that support the CPSC's Office of Human Resources Management (EXRM) and Office of Financial Management, Planning, and Evaluation (EXFM) business areas (*e.g.*, personnel, payroll, and procurement systems).

4. Summary of Key Performance Measures – None**5. Summary of Operating Plan Performance Measures**

Note: Operating Performance Measures are monitored and reported internally.

Control ID	Performance Measure Statement	FY 2018 Target
2018OP65	Percentage of operating uptime for IT systems	95%
2018OP66	Percentage of operating uptime for IT networks	97%
2018OP67	Percentage of cellular phone devices upgraded	100%
2018OP91	Percentage of critical vulnerabilities addressed from U.S. CERT (United States Computer Emergency Readiness Team) within 3 business days	95%

6. Annual Milestones

Note: Milestones are monitored and reported internally.

Control ID	FY 2018 Milestone Target
2018M38	Integration of NIST cybersecurity framework with ERM established
2018M39	Operationalized Enterprise Data Management Governance
2018M40	Operated and maintained RAM 2.0
2018M41	Automation of HTS code updates implemented in RAM 2.0
2018M42	Two-way Action Messaging implemented in RAM 2.0
2018M43	Improved network connectivity implemented at port locations
2018M44	Modernized CPSC back up system
2018M45	Conducted an assessment of end-user input to improve future service delivery
2018M46	Developed fail-over capabilities at the NPTEC data center
2018M47	Improved self-service capabilities for businesses on the Lab Search web page

Other Offices

(Milestones and measures only)

The Office of Human Resources Management (EXRM), the Office of Equal Employment Opportunity and Minority Enterprise (OEEEO), and the Office of the Executive Director (OEX), also have key and operating performance measures and annual milestones, which are listed below:

1. Summary of Key Performance Measures

Note: Key Measures are reported externally in the agency's *Request* and year-end reports.

Office	Control ID	Performance Measure Statement	FY 2018 Target
EXRM	2018KM1.1.02	Percentage of full-time equivalents (FTEs) utilized	95%
EXRM	2018KM1.2.01	Percentage of employees satisfied with opportunities to improve their skills (as reported in the Federal Employee Viewpoint Survey)	73%
EXRM	2018KM1.3.01	Percentage of hiring managers trained on recruitment	75%
EXRM	2018KM1.4.01	Federal Employee Viewpoint Survey Employee Engagement Index Score	74%

2. Summary of Operating Plan Performance Measures

Note: Operating Plan Measures are monitored and reported internally.

Office	Control ID	Performance Measure Statement	FY 2018 Target
EXRM	2018OP69	Percentage of employees who agree that the workforce has the job relevant knowledge and skills necessary to accomplish organizational goals	76%
EXRM	2018OP71	Percentage of managers and administrative personnel who have been trained on human capital analytics and reporting	70%
EXRM	2018OP72	Percentage of managers and administrative personnel granted access to human capital reporting	70%
EXRM	2018OP73	Percentage of managers and employees trained on MIS reporting through WebTA	75%
EXRM	2018OP75	Percentage of employees with Individual Development Plans (IDPs) in place	50%
EXRM	2018OP76	Number of developmental opportunities available to employees through the Agency Training plan	30
EXRM	2018OP77	Percentage of employees that participate in the Agency Coaching Program	10%
EXRM	2018OP78	Percentage of Pathways Recent Grad appointments converted to permanent status	70%
EXRM	2018OP92	Average score of hiring managers satisfied with applicant listing	7.5
EXRM	2018OP80	Percentage of vacancies filled through first announcement	78%
EXRM	2018OP81	Number of diversity outreach activities conducted	30
EXRM	2018OP93	Percentage of vacancies that use listservs for targeted recruitment	30%
EXRM	2018OP82	Percentage of employees who agree that creativity and innovation are rewarded	48%
EXRM	2018OP94	Percentage of managers trained on effective performance management	75%
EXRM	2018OP83	Number of informational opportunities on work-life balance provided to employees and managers	30

Other Offices' Operating Plan Performance Measures and Milestones

Office	Control ID	Performance Measure Statement	FY 2018 Target
EXRM	2018OP84	Number of wellness events offered	30
EXRM	2018OP85	Percentage of employees who are satisfied with the health and wellness programs in CPSC	88%
EXRM	2018OP95	Percentage of employees trained on performance policy	75%
OEE0	2018OP96	Percentage of employees trained in diversity and inclusion	50%
OEE0	2018OP87	Percentage of annual Equal Employment Opportunity (EEO) complaints closed within required timeframes	90%
OEX	2018OP88	Number of domestic training and outreach activities delivered to industry stakeholders by the Small Business Ombudsman (SBO)	14

3. Annual Milestones

Note: Milestones are monitored and reported internally.

Office	Control ID	FY 2018 Milestone Statement
EXRM	2018M48	New formal Agency Coaching Program launched
EXRM	2018M49	FY 2018 Human Capital activities completed
EXRM	2018M50	Manager access to dashboard and reports achieved
EXRM	2018M51	Quarterly meetings for CPSC user group implemented
EXRM	2018M52	Agency-wide training plan developed and agency training delivered
EXRM	2018M53	Training provided to employees and managers on IDPs
EXRM	2018M54	Plan developed to increase hiring managers' participation in the hiring process
EXRM	2018M55	CPSC recruitment video produced
EXRM	2018M56	FY 2018 action plan from the Employee Engagement Initiative developed
EXRM/ OEE0	2018M57	Annual plan for attending career fairs implemented
EXRM	2018M58	Action plan from FEVS results implemented
EXRM	2018M59	Training plan on performance management for supervisors developed
EXRM	2018M60	Plan for informational opportunities for work-life issues developed
EXRM	2018M61	Annual plan for wellness activities developed
EXRM	2018M62	Performance policy review developed/implemented
OEE0	2018M63	Researched contractor to administer mentoring program
OEE0	2018M64	Pilot new mentoring program implemented
OEE0	2018M65	Internal Flash mentoring program for new employees continued
OEX	2018M66	Refined a system for soliciting feedback from industry stakeholders developed to rate the usefulness of safety information provided by CPSC staff
OEX	2018M67	Updated top five most-visited Business Education pages on www.cpsc.gov

Appendix A

Changes to Budget Key Performance Measures from the 2018 Performance Budget Request (issued May 2017)

The table below summarizes changes to FY 2018 key performance measures (KMs) that occurred between publications of the FY 2018 *Request* (May 2017) and this document, the FY 2018 Operating Plan. Changes to the FY 2018 KMs include revisions to performance measure statements and/or annual targets.

Office	FY 2018 Key Performance Measure Statement	Target	
		FY 2018 PBR	FY 2018 Op Plan
EXRM	Delete KM1.1.01 Human capital strategic plan completed	N/A	
EXRM	Add KM1.1.02 Percentage of full-time equivalents (FTEs) utilized		95%
EXRM	KM1.2.01 Percentage of employees satisfied with opportunities to improve their skills (as reported in the Federal Employee Viewpoint Survey)	71%	73%
EXRM	KM1.4.01 Federal Employee Viewpoint Survey Employee Engagement Index Score	71%	74%
EXHR	KM2.1.04 Number of collaborations established or maintained with other organizations to work on nanotechnology research or issues affecting consumer products	5	3
EXHR	KM2.2.01 Number of voluntary standards activities in which CPSC actively participates	75	76
EXC	KM3.2.01 Percentage of cases for which a corrective action is accepted within 60 business days of preliminary determination Replace with KM3.2.04 Percentage of cases for which a corrective action is accepted within 90 business days of preliminary determination	40%	60%
OCM	KM4.1.01 Percentage of positive responses about usefulness of information received from CPSC communication channels	80%	82%
OCM	KM4.2.01 Number of impressions of CPSC safety messages (in millions)	5,900	4,930
OCM	KM4.2.02 Average number of business days between establishment of first draft and issuance of recall press release for the most timely 90% of recall press releases Replace with KM4.2.02: Average number of business days between establishment of first draft and issuance of recall press release for the timeliest 90% of recall press releases	18	18.5
OCM	KM4.2.03: Number of CPSC social media safety messages with which stakeholders engage Replace with KM4.1.02: Number of engagements with CPSC safety messaging on social media channels by stakeholders (in millions)	TBD	300

Appendix B

CPSC 2016–2020 Strategic Plan: Operating Plan Alignment

The CPSC’s mission of “Keeping Consumers Safe” is grounded in the statutes that authorize the work of the agency. The agency’s overarching vision is “A nation free from unreasonable risks of injury and death from consumer products.” In FY 2018, the CPSC will work to achieve four strategic goals that will contribute to realizing the vision and achieving the mission. The CPSC’s programs will align with the strategic goals, and staff will implement strategies to achieve the four strategic goals, which are described in more detail on the pages that follow: Workforce, Prevention, Response, and Communication. The information in this appendix shows the alignment of strategic initiatives and priority activities corresponding to the preceding sections of this Operating Plan with the 2016–2020 Strategic Plan.

The CPSC’s Strategic Plan contains strategic objectives that reflect the key component outcomes necessary to achieve each of the strategic goals. The strategic objectives are underpinned by performance goals and strategic initiatives, which define additional outcomes, outputs, and activities that the CPSC will implement and pursue within each strategic objective. Proposed FY 2018 key performance measures are identified for monitoring and reporting on FY 2018 progress toward achieving the strategic objectives.

The CPSC’s Strategic Plan sets the framework for all subsequent agency planning, communication, management, and reporting. The Strategic Plan provides direction for resource allocation, program design, and management decisions and defines the evidence and performance data that will be used to monitor and assess program effectiveness.



Operating Plan Details by Strategic Goal

Strategic Goal 1: Workforce

Cultivate the most effective consumer product safety workforce

Having a highly trained, diverse, and engaged workforce is critical to meeting the dynamic challenges of the consumer product safety landscape and achieving the CPSC's life-saving mission. Agency staff's knowledge about product safety, commitment to the agency's mission, and "can-do" attitude make achieving the CPSC's mission possible. The Office of Human Resources Management (EXRM) is the CPSC mission organization that has been tasked as the Goal Leader for addressing the following key workforce challenges:

- Having a workforce with the knowledge, skills, and abilities to meet new, innovative, and emerging product safety challenges;
- Aligning staff resources to agency priorities;
- Maintaining a global presence to address global marketplace issues;
- Increasing employee engagement; and
- Strengthening knowledge transfer through succession planning.

STRATEGIC OBJECTIVE 1.1

Enhance effective strategic human capital planning and alignment

STRATEGIC OBJECTIVE 1.2

Foster a culture of continuous development

STRATEGIC OBJECTIVE 1.3

Attract and recruit a talented and diverse workforce

STRATEGIC OBJECTIVE 1.4

Increase employee engagement

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Table 1: Strategic Goal 1 – Strategic Initiatives and FY 2018 Priority Activities

2016-2020 Strategic Plan Performance Goals (PG), Strategic Initiatives (SI)		FY 2018 Priority Activity
SO 1.1 Enhance effective strategic human capital planning and alignment		
PG1.1.1 Improve human capital infrastructure • SI1: Benchmark best practices at other federal agencies and private sector organizations • SI2: Implement change management in human capital infrastructure PG1.1.2 Enhance human capital resource allocation reporting • SI3: Train supervisors on making a business case for position management • SI4: Improve human capital resource tracking and reporting	EXRM • Implement the human capital strategic plan • Develop custom dashboard reporting for CPSC needs • Train managers and administrative personnel on human capital reporting • Provide resource/support for Human Capital Data Mart users	
SO 1.2 Foster a culture of continuous development		
PG1.2.1 Encourage and support professional development • SI5: Perform best practice research across other federal and private sector organizations • SI6: Develop and implement individual development plans • SI7: Implement coaching and mentoring programs PG1.2.2 Deliver high quality, targeted development opportunities • SI8: Conduct training needs assessment • SI9: Develop agency-wide training plan	EXRM • Deliver agency-wide training plan based on assessment and focus groups • Develop Individual Development Plans (IDPs) for employees	
	OEE0/EXRM • Start agency mentoring program	
SO 1.3 Attract and recruit a talented and diverse workforce		
PG1.3.1 Improve targeted assessments to recruit talent • SI10: Research best practices at other federal agencies and private sector organizations in developing assessment tools • SI11: Establish a manager training program on developing and utilizing assessment tools PG 1.3.2 Increase targeted outreach to increase diversity • SI12: Create a new and enhanced marketing/outreach strategy • SI13: Advance relationships with colleges and universities	EXRM • Increase hiring managers' participation in the hiring process • Provide hiring managers with highly qualified applicants • Provide hiring managers with a diverse applicant pool • Implement successful Pathways Recent Grad Program • Improve targeted recruitment	
SO 1.4 Increase employee engagement		
PG1.4.1 Promote and recognize innovation and creativity • SI14: Research, develop, and implement an award policy that encourages and recognizes innovation • SI15: Train workforce on problem solving and framing methods to encourage innovation through alternative approaches PG1.4.2 Build commitment to employee engagement • SI16: Implement agency employee engagement initiative • SI17: Train the workforce on New IQ PG1.4.3 Promote work-life balance • SI18: Develop and provide training and informational opportunities on work-life balance to the workforce • SI19: Provide wellness and safety activities for the workforce	EXRM • Develop/implement action plan from the Employee Engagement Initiative • Train managers on effective performance management • Increase work-life employee satisfaction • Develop a robust agency wellness program • Implement the agency's maximizing employee performance plan	
	OEE0 • Develop process to ensure complaints are closed within the required timeframes	

Strategic Goal 2: Prevention

Prevent hazardous products from reaching consumers

The CPSC is charged with protecting the public from unreasonable risks of injury and death from a vast array of consumer products supplied through expanding global markets. Efforts to increase manufacturing of safe consumer products, combined with improved mechanisms to identify hazardous products before they enter the marketplace, are the most effective ways to prevent hazardous products from reaching consumers.

The Office of Hazard Identification & Reduction (EXHR) and the Office of Import Surveillance (EXIS) are the CPSC mission organizations that have been tasked as the Co-Goal Leaders for addressing key challenges to preventing consumer product-related injuries, including:

- Providing surveillance for the myriad of consumer products imported and domestically manufactured under CPSC's jurisdiction;
- Advancing data analysis and research capability to identify existing and potential emerging consumer product hazards, particularly those linked to rapid advances in technology, such as the use of nanoparticles;
- Addressing changes in traditional manufacturing methods, such as additive manufacturing using 3-D printers, and eCommerce distribution options;
- Developing voluntary standards and mandatory regulations to address hazards for products resulting from new technologies; and
- Identifying, researching, and informing the public about chemical or chronic hazards in consumer products.

STRATEGIC OBJECTIVE 2.1

Improve identification and assessment of hazards to consumers

STRATEGIC OBJECTIVE 2.2

Lead efforts to improve the safety of consumer products before they reach the marketplace

STRATEGIC OBJECTIVE 2.3

Increase capability to identify and stop imported hazardous consumer products

Table 2: Strategic Goal 2 – Strategic Initiatives and FY 2018 Priority Activities

2016-2020 Strategic Plan Performance Goals (PG), Strategic Initiatives (SI)	FY 2018 Priority Activity
SO 2.1 Improve identification and assessment of hazards to consumers	
PG2.1.1 Increase agency capacity to analyze hazard data • SI1: Enhance IT solutions and data-mining techniques to improve data collection and analysis • SI2: Identify alternative sources of data that will assist in hazard analysis and monitoring PG2.1.2 Improve quality and specificity of hazard information • SI3: Promote a universal product identifier to improve product traceability • SI4: Research and implement methods for improving completeness of data submitted to the CPSC • SI5: Research and implement methods to increase the number of incident samples available for analysis PG2.1.3 Improve agency capacity to identify and assess chronic hazards • SI6: Develop a plan to enhance chronic hazard assessments • SI7: Enhance coordination with relevant federal agencies working on chronic hazards	EXHR • Improve EXHR's data analytic capabilities by expanding the use of advanced analysis software tools (server SAS, text mining, and pattern recognition) • Improve the richness of EXHR's data collection by enhancing the functionality and utility of consumer product-related emergency department-treated injury information collected from NEISS hospitals EXIT • Provide support for increasing agency capacity to analyze hazard data

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2016-2020 Strategic Plan Performance Goals (PG), Strategic Initiatives (SI)	FY 2018 Priority Activity
SO 2.2 Lead efforts to improve the safety of consumer products before they reach the marketplace	
PG2.2.1 Increase manufacturers', importers', and retailers' use of consumer product safety best practices SI8: Deliver training events and collaborate on consumer product safety best practices with foreign manufacturers and domestic manufacturers, importers, and retailers SI9: Finalize Trusted Trader Program PG2.2.2 Participate actively in the development of consumer product voluntary standards and develop mandatory regulations for products that pose an unreasonable risk of injury SI10: Conduct research, as appropriate, to enable development and improvement of consumer product voluntary standards and mandatory regulations SI11: Develop a process to facilitate the frequent monitoring and assessment of the effectiveness of standards and mandatory regulations SI12: Enhance staff training and internal operations to improve the voluntary consensus standards development process SI13: Identify and target top consumer product hazards, based on risk and addressability PG2.2.3 Engage federal, state and foreign governments on product safety SI14: Deliver targeted federal, state, and foreign government outreach (e.g., summits, trainings, staff exchanges, and best practice exchanges) SI15: Improve international information-sharing capability PG2.2.4 Increase efforts to drive the discovery and innovation of safety solutions SI16: Develop initiatives to drive the discovery and innovation of safety solutions for acute and chronic hazards, emerging technologies, and product trends with potential to affect consumer product safety	EXHR - Enhance capabilities and collaborations on testing and standard development for rechargeable high-energy density batteries, including lithium-ion cells, battery packs, and end-products - Focus on preventing hazards by collaborating with businesses and stakeholders through training and seminars to better design safety into consumer products from the outset - Submit for Commission consideration the final rule (FR) on determination regarding testing of lead and phthalates in manufactured wood, and five FRs on products under Section 104 of the CPSIA EXC - Collaborate with external stakeholders, including safety organizations, industry, and consumer advocacy groups, to discuss the importance of meeting voluntary standards - Educate manufacturers and importers on mattress regulation EXIS - Identify and examine shipments likely to contain consumer products in violation of CPSC's requirements - Engage import community, including training of first-time violators - Collaborate with and train partner federal agencies EXIP - Train foreign-based representatives on U.S. product safety requirements and train foreign government product safety officials on CPSC policies, procedures, and best practices based on priority topics - Coordinate CPSC hosting of two international product safety summits: (1) United States, European Union (EU), and China, and (2) North America - Improve cooperation with European authorities on product safety policy - Continue overseas training on U.S. product safety requirements for buyers and sourcing professionals representing U.S. importers - Support activities of CPSC Beijing Office in providing a full program of product safety training for industry and effective coordination with Chinese government product safety authorities - Provide the agency's product safety messaging at international forums in which the CPSC represents the U.S. government - Produce three new episodes of the product safety video series for Chinese manufacturers
SO 2.3 Increase capability to identify and stop imported hazardous consumer products	
PG2.3.1 Fully implement the CPSC's risk assessment methodology SI17: Implement full-production RAM compliant with the U.S. government's "Single Window" initiative PG2.3.2 Decrease time required to process imported products subject to inspection SI18: Develop and uniformly implement enforcement guidelines for admissibility determinations for imported products SI19: Fund and implement products covered under section 15(j) and develop methods to facilitate the identification of defective products at ports of entry SI20: Streamline compliance notification to importers of noncompliant products electronically through the CPSC's RAM system, which will be integrated into the U.S. government's "Single Window" initiative	EXIS - Support ongoing activities that contribute to the "Single Window" platform by: - Continuing to provide support to CBP's Automated Commercial Environment (ACE), which is an interface connecting CBP, the trade community, and other federal government agencies to manage the admissibility of goods entering the country - Working with EXIT in supporting additional functionality in RAM 2.0 to automate Harmonized Tariff Schedule (HTS) changes that are made by the U.S. International Trade Commission and integrate two-way action messaging to facilitate communication between CPSC and CBP - Supporting the Border Interagency Executive Council (BIEC) in implementing the International Trade Data System (ITDS) - Implement the Trade Facilitation and Trade Enforcement Act (TFTEA) via the established Import Safety Working Group - Conduct a Certificate of Compliance study to advance eFiling for targeting/enforcement data initiative - Adapt to the reorganization of CBP's new business processing and targeting functionality, including coordination with CBP's Center of Excellence and Expertise (CEE) EXIT - Operate and maintain RAM 2.0 - Support RAM 2.0

Strategic Goal 3: Response

Respond quickly to address hazardous consumer products both in the marketplace and with consumers

The CPSC learns about potential consumer product hazards from many sources, including incident reports, consumer complaints, the agency's Hotline (800-638-2772), www.SaferProducts.gov, Internet reports, and company reports. Additionally, field staff investigates reports of incidents and injuries; conducts inspections of manufacturers, importers, and retailers; and identifies potential regulatory violations and product hazards. When potential product defects are identified, the CPSC must act quickly to address the most hazardous consumer products that have made their way into the marketplace or into the hands of consumers.

The Office of Hazard Identification & Reduction (EXHR) and the Office of Compliance & Field Operations (EXC) are the CPSC mission organizations that have been tasked as the Co-Goal Leaders for addressing key response challenges, including:

- Addressing trends in retailing and eCommerce, such as the prevalence of online sellers or other direct manufacturer-to-consumer marketing, as well as sales through third party platform providers;
- Working within a global supply chain, which creates complex monitoring challenges;
- Collecting, integrating, and analyzing data to identify high-risk hazards for appropriate action; and
- Improving the monitoring and effectiveness of consumer product recalls.

STRATEGIC OBJECTIVE 3.1

Rapidly identify hazardous consumer products for enforcement action

STRATEGIC OBJECTIVE 3.2

Minimize further exposure to hazardous consumer products

STRATEGIC OBJECTIVE 3.3

Improve consumer response to consumer product recalls

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Table 3: Strategic Goal 3 – Strategic Initiatives and FY 2018 Priority Activities

2016-2020 Strategic Plan Performance Goals (PG), Strategic Initiatives (SI)	FY 2018 Priority Activity
SO 3.1 Rapidly identify hazardous consumer products for enforcement action	
PG3.1.1 Improve collection, prioritization, and assessment of data on potential consumer product hazards • SI1: Determine the feasibility of implementing an eFiling process for manufacturers, importers, retailers, distributors, and third party platform providers to submit incident data and/or Section 15(b) reports • SI2: Review current processes and identify opportunities to refine sample analysis priorities and reduce processing time • SI3: Use multidisciplinary teams to address high-priority cases quickly	EXC • Audit casework activity associated with recalls and the existing data case management system for accuracy and efficiency • Review current process and identify opportunities to streamline efforts and ensure a consistent approach to product recalls
SO 3.2 Minimize further exposure to hazardous consumer products	
PG3.2.1 Increase speed of corrective actions • SI4: Explore the feasibility of an expedited approach to CAPs for lower-level consumer product hazards PG3.2.2 Improve effectiveness of corrective actions • SI5: Implement electronic submission of progress reports from recalling firms • SI6: Review the CPSC corrective action monitoring process to address priority recalls and achieve operational efficiencies • SI7: To the limits of the CPSC's authorities, inform foreign product safety regulators about interventions undertaken in the United States and encourage them to take appropriate steps	EXC • Review the CPSC correction action monitoring process to address priority recalls and achieve operational efficiencies • Assess CPSC Recall Effectiveness Workshop outcomes and develop next steps for improving consumer-level recall notification
SO 3.3 Improve consumer response to consumer product recalls	
PG3.3.1 Increase consumer motivation • SI8: Conduct additional recall effectiveness checks throughout a recall to determine if a corrective action is effective • SI9: Request firms to use incentives, enhanced notices, and an effectiveness evaluation as part of a CAP PG3.3.2 Improve direct contact with consumers • SI10: Explore technological solutions that inform consumers about recalled durable infant and toddler products • SI11: Increase the number of consumers signed up for recall updates via email PG3.3.3 Improve understanding of consumer response • SI12: Enhance interagency collaboration on best practices to increase consumer response • SI13: Identify and test strategies to evaluate the effectiveness of initiatives to change consumer behavior • SI14: Meet with industry, consumer groups, and other government agency stakeholders to discuss how to increase response rates	EXC • Request firms to use enhanced notification to consumers • Enhance interagency collaboration (domestic and foreign) on best practices to increase consumer response EXIP • Provide timely information about recalls directly to foreign regulators and via the OECD's <i>GlobalRecalls</i> portal

Strategic Goal 4: Communication

Communicate useful information quickly and effectively to better inform decisions

Consumers, safety advocates, industry, and government regulators need high-quality information about consumer product safety. Consumers need safety information to make more informed decisions for themselves and their families. Safety advocates rely on accurate data to shape their policy recommendations. Industry needs information to stay in compliance with safety requirements. Foreign regulators and state and local government agencies also need high-quality information to establish new safety requirements that advance consumer safety. These diverse audiences have different information needs and respond to different methods of communication.

The Office of Communications (OCM) is the CPSC mission organization that has been tasked as the Goal Leader for addressing the following key challenges to the agency's communication strategy:

- Updating knowledge management strategies and adopting advanced communication tools and channels to improve consistency, reliability, accessibility, and timeliness of information provided to stakeholders and internally among CPSC staff;
- Improving CPSC messaging and outreach to affected populations, including underserved, low-income, and minority communities and families; and
- Strengthening the CPSC's collaboration with all stakeholders to improve communication.

STRATEGIC OBJECTIVE 4.1

Improve usefulness and availability of consumer product safety information

STRATEGIC OBJECTIVE 4.2

Increase dissemination of useful consumer product safety information

STRATEGIC OBJECTIVE 4.3

Increase and enhance collaboration with stakeholders

Appendices

Table 4: Strategic Goal 4 - Strategic Initiatives and FY 2018 Priority Activities

2016-2020 Strategic Plan Performance Goals (PG), Strategic Initiatives (SI)	FY 2018 Priority Activity
SO 4.1 Improve usefulness and availability of consumer product safety information	
PG4.1.1 Implement evaluation tools to measure message usefulness • SI1: Assess the utility of CPSC safety messages using best practices from federal and private sectors • SI2: Identify best practices from federal and private sectors for assessing the utility of safety information PG4.1.2 Implement enhanced tools to increase availability of safety information • SI3: Design and develop new online communications and printed materials • SI4: Improve www.CPSC.gov search functions, Frequently Asked Questions on www.CPSC.gov, and mobile compatibility	OCM • Assess the utility of CPSC safety messages to improve Anchor It! campaign messaging • Design and develop new online and social media communication • Engage service for stock video footage to use on CPSC social media and websites EXIT • Operate and maintain agency websites
SO 4.2 Increase dissemination of useful consumer product safety information	
PG4.2.1 Expand and enhance the CPSC “brand” • SI5: Identify and implement specific strategies to enhance the CPSC “brand” • SI6: Implement survey to collect data on public awareness of how the CPSC keeps consumers safe PG4.2.2 Expand communications with targeted audiences • SI7: Explore strategies to communicate and interact directly with the most at-risk consumers (micro-targeting strategies) PG4.2.3 Increase use of enhanced communication technology to advance consumer safety • SI8: Enhance CPSC websites to make them compatible with mobile devices PG4.2.4 Increase timeliness of CPSC information dissemination • SI9: Develop new and enhanced safety alerts, posters, blogs, and toolkits that can be disseminated quickly to respond to known and emerging consumer product hazards	OCM • Count media impressions of and social media engagement with CPSC safety messages and recalls • Develop a plan to rebrand publications and alerts • Conduct community outreach events to reach at-risk consumers aimed at raising awareness and preventing injuries from four priority hazard areas—child drownings, child poisonings, furniture/TV tip-overs, and Safe to Sleep® • Track timeliness of recall press releases • Develop one communication activity on an emerging hazard • Expand CPSC’s <i>Pool Safely</i> outreach onto new social media site • Continue the Anchor It! campaign • Explore strategies to communicate and interact directly with the most at-risk consumers (micro-targeting strategies) • Expand CPSC outreach onto new social media sites EXIP • Participate in the annual OECD global consumer information campaign
SO 4.3 Increase and enhance collaborations with stakeholders	
PG4.3.1 Increase agency-wide collaboration capacity • SI10: Develop an agency reporting mechanism and system for documenting collaboration activities • SI11: Develop annual agency collaboration plan	EXIP • Administer International Training Exchange Program with foreign counterpart regulators OCM • Continue with CPSC-wide collaboration plan across agency divisions to increase and enhance collaborations with stakeholders

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