

# STRATEGIC PLAN FY 2000 – FY 2005



**U.S. DEPARTMENT OF COMMERCE**



STRATEGIC PLAN  
FY 2000–FY 2005

## ENABLING LEGISLATION

Originally established in 1903 as the Department of Commerce and Labor (32 Stat 825);, the Department of Commerce was redefined under the name it uses today on March 4, 1913 (15 USC 1501). The role of the new Department of Commerce was “to foster, promote, and develop the foreign and domestic commerce, the mining, manufacturing, and fishery industries of the United States.”

### MISSION

The Department of Commerce promotes job creation and improved living standards for all Americans by creating an infrastructure that promotes economic growth, technological competitiveness, and sustainable development.

### BUREAUS

- Office of the Secretary (Departmental Management)
- Office of the Inspector General (OIG)
- Economic Development Administration (EDA)
- Economics and Statistics Administration (ESA)
  - Bureau of the Census (Census)
  - Bureau of Economic Analysis (BEA)
- International Trade Administration (ITA)
- Bureau of Export Administration (BXA)
- Minority Business Development Agency (MBDA)
- National Oceanic and Atmospheric Administration (NOAA)
- The United States Patent and Trademark Office (USPTO)
- Technology Administration (TA)
  - National Institute of Standards and Technology (NIST)
  - National Technical Information Service (NTIS)
  - Office of Technology Policy (OTP)
- National Telecommunications and Information Administration (NTIA)

*The Department of Commerce assembles here the forces designed by Congress to advance the interests of industry and trade. Through experimental research, the dissemination of knowledge, and administrative vigilance, it stimulates the progress of America upon land and sea and in the air and thereby speeds the nation in the march of mankind. (inscription on the Department of Commerce Building, 1932)*

### LOCATION/EMPLOYEES

The Department of Commerce is headquartered in Washington, D.C. It has staffed field offices in all states and territories, and maintains offices in 70 countries. There are more than 41,000 permanent Department of Commerce employees.



Department of Commerce  
Herbert Hoover Building

# TABLE OF CONTENTS



U.S. DEPARTMENT OF  
COMMERCE

Secretary’s Statement . . . . .	1
Organization Chart . . . . .	3
Understanding our Strategic Plan . . . . .	4
Mission Statement . . . . .	4
Strategic Goals and Objectives . . . . .	4
Achieving Goals and Objectives . . . . .	4
Relationship between Long-Term Goals and Annual Performance Goals . . . . .	5
Crosscutting Programs . . . . .	5
External Factors . . . . .	5
Program Evaluation . . . . .	5

**Strategic Goal 1: Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably . . . . . 7**

**Objective 1.1: Provide the Infrastructure to Enable the Participation of All Americans in the New Economy . . . . . 10**

Performance Goal: Promote competition within the telecommunications sector and promote universal access to telecommunications services for all Americans (NTIA) . . . . . 11

Performance Goal: Promote exports by small and medium-sized enterprises (ITA) . . . . . 13

Performance Goal: Increase U.S. exports by implementing the National Export Strategy through government-wide coordination of trade promotion and trade finance programs (ITA) . . . . . 14

Performance Goal: Support job creation and private enterprise in economically distressed communities (EDA) . . . . . 16

Performance Goal: Improve opportunities for minority-owned businesses to have access to the marketplace (MBDA) . . . . . 18

Performance Goal: Improve opportunities for minority-owned businesses to pursue financing (MBDA) . . . . . 18

**Objective 1.2: Promote Responsible Economic Growth and Trade while Protecting American Security . . . . . 20**

Performance Goal: By use of a dual-use export control system that continuously is refined to respond to changing requirements, transactions that are contrary to U.S. security interests are deterred and transactions without proliferation potential are facilitated (BXA) . . . . . 21

Performance Goal: The United States is in full compliance with the Chemical Weapons Convention (CWC) and all confidential business information of U.S. companies subject to inspection under the CWC is effectively protected (BXA) . . . . . 22

Performance Goal: The U.S. defense industrial base is healthy and competitive (BXA) . . . . . 22



Performance Goal: Violations of dual-use export control laws are identified and violators are sanctioned (BXA) . . . . . 22

Performance Goal: Export controls of key nations are strong and effective (BXA) . . . . . 23

Performance Goal: The nation’s various independent and interdependent infrastructure components are secured in accord with an integrated plan (BXA) . 24

Performance Goal: Improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements (ITA) . . . . 25

Performance Goal: Minimize the effects of crises by preparing the U.S. telecommunications and information infrastructure to operate under extreme conditions (NTIA) . . . . . 27

Performance Goal: Ensure allocation of radio spectrum—a scarce natural resource essential to all communications—provides the greatest benefit to all people (NTIA). . . . . 28

**Objective 1.3: Support Effective Decision-Making of Policymakers, Businesses, and the American Public . . . . . 29**

Performance Goal: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making (ESA). . . . . 31

Performance Goal: Conduct the Decennial Census (FY2000–FY2001) (ESA) . . . . . 33

Performance Goal: Define, through consultations, policy assessment, planning, research, experiments, and evaluations, the plan for the 2010 Census (ESA) . . . . 34

Performance Goal: Build local capacity to achieve and sustain economic growth (EDA) . . . . . 36

**Strategic Goal 2: Provide Infrastructure for Innovation to Enhance American Competitiveness . . . . . 37**

**Objective 2.1: Provide Infrastructural Tools and Capabilities that Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes . . . . . 40**

Performance Goal: Promote technology-based growth through partnerships with industry (US/OTP) . . . . . 42

Performance Goal: Provide technical leadership for the nation’s measurement and standards infrastructure and ensure the availability of essential reference data and measurement capabilities (NIST: Measurement and Standards Laboratories) . . . . . 43

Performance Goal: Accelerate technological innovation and development of the new technologies that will underpin future economic growth (NIST: Advanced Technology Program) . . . . . 44

Performance Goal: Improve the technological capability, productivity, and competitiveness of small manufacturers (NIST: Manufacturing Extension Partnership) . . . . . 46



Performance Goal: Assist U.S. businesses and other organizations in continuously improving their productivity, efficiency, and customer satisfaction by adopting quality and performance improvement practices (NIST: Baldrige National Quality Program) . . . . . 47

Performance Goal: Protect the National Information Infrastructure (NIST). . . . . 48

Performance Goal: Collect, organize, preserve, and disseminate government scientific, technical, and business-related information (NTIS) . . . . . 48

**Objective 2.1 Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality and Efficiency of Research and Innovation Processes (EDA) . . . . . 53**

**Objective 2.2: Protect Intellectual Property . . . . . 55**

Performance Goal: Strengthen intellectual property protection in the United States and abroad, making it more accessible, affordable and enforceable (USPTO) . . . . . 56

Performance Goal: Enhance the quality of patent products and services, transition to E-Government and optimize patent processing time (USPTO) . . . . . 56

Performance Goal: Enhance the quality of trademark products and services, transition to E-Government and minimize trademark processing time. (USPTO) . . 56

**Objective 2.3: Provide the Infrastructure for a Digital Economy and Digital Government . . . . . 58**

Performance Goal: Facilitate transformation of the economy to electronic transactions (all bureaus) . . . . . 59

Performance Goal: Improve U.S. competitive advantage through global e-commerce (all bureaus) . . . . . 60

Performance Goal: Promote the availability and sources of advanced telecommunications and information services (NTIA) . . . . . 61

**Strategic Goal 3: Observe and Manage the Earth’s Environment to Promote Sustainable Growth . . . . . 63**

**Objective 3.1: Enhance Conservation of the Natural Environment . . . . . 65**

Performance Goal: Build sustainable fisheries (NOAA) . . . . . 66

Performance Goal: Recover protected species (NOAA) . . . . . 68

Performance Goal: Sustain healthy coasts (NOAA). . . . . 69

**Objective 3.2 Improve Understanding and Prediction of the Natural Environment . . . . . 71**

Performance Goal: Advance short-term warning and forecast services (NOAA) . . 72

Performance Goal: Implement seasonal-to-interannual climate forecasts (NOAA) 73

Performance Goal: Predict and assess decadal-to-centennial change (NOAA) . . . 74



Performance Goal: Promote safe navigation (NOAA). . . . . 75

**Management Integration Goal . . . . . 76**

**Objective: Promote Efficient and Effective Resources Management. . . . . 76**

Performance Goal: Acquire and manage the fiscal and related resources |  
necessary to support program goals . . . . . 77

Performance Goal: Acquire, manage, and develop a diverse, skilled, and  
flexible staff, using information technology as an essential tool . . . . . 78

Performance Goal: Acquire and manage the technology resources necessary  
to support program goals . . . . . 80

**Management Challenges . . . . . 81**

## APPENDICES

Appendix A: Crosscutting Activities (by Bureau) between the  
Department of Commerce and Other Federal Agencies . . . . . 83

Appendix B: Obtaining Stakeholder Input. . . . . 102

Appendix C: List of Acronyms . . . . . 104

Appendix D: Table of Strategic Goals, Objectives, and Performance Goals . . . . . 111



The Department's task over the next five years is a challenging one. We are in the midst of the longest period of economic growth in American history, marked by increased productivity, low unemployment, and a remarkable absence of inflation. A fundamental shift in the structure of the economy, brought about by the information technology revolution, is driving this unprecedented period of prosperity. In order to realize the full benefits of what has come to be known as the "New Economy" and to ensure that those benefits continue into the future, the Department of Commerce must understand the forces shaping the current expansion.

The Department of Commerce's mission is linked directly to the growth of the economy and quality of life of all Americans. Our agencies work as a team united to serve a common mission:

***The Department of Commerce promotes job creation and improved living standards for all Americans through programs that promote and assess economic growth, technological competitiveness, and sustainable development.***

Three major forces are expected to combine to shape the U.S. economy of the future. These forces are the globalization of markets, technological innovation, and the drive toward sustainable economic development.

Globalization is the trend toward a marketplace in which capital, goods, and services move freely across national borders. As much as 30 percent of America's economic growth can be traced to increased exports, and one out of six new jobs is linked to exports. The Department of Commerce has a nationwide and worldwide network of export assistance centers to help U.S. firms find export opportunities; we also advocate on behalf of U.S. exporters, conduct trade missions, and maintain an active trade compliance center that ensures that our trading partners live up to their market-opening trade agreements. The Department is at the same time responsible for issuing export licenses for sensitive technologies to control the spread of weapons of mass destruction.

Over the last 50 years technological innovation has accounted for as much as half of the Nation's long-term growth and has been a critical factor in preserving and improving the Nation's security, the health of its citizens, and the quality of its environment. Over the next five years technological change will continue to transform the U.S. industrial base and place new demands on the Nation's scientific and technical infrastructure. To innovate and compete in these and other areas, technology-intensive companies will rely increasingly on a constellation of external scientific and technological resources provided by businesses, universities, government laboratories and technology programs, and other non-profit research centers and services. For its part, the Department of Commerce will continue to be an integral component of the U.S. innovation system, providing solutions for industry's rapidly changing measurement and standards needs, stimulating and/or diffusing new technologies and organizational improvement strategies, promoting technical research on the use of telecommunications technology, efficiently allocating radio frequency spectrum, developing policies to ensure Internet privacy and critical infrastructure protection, and issuing patents and trademarks to both stimulate and protect new technologies.



Secretary Norman Y. Mineta



Sustainable development is a doctrine that was originally set forth by the United Nations and that specifies the need for all nations to pursue responsible economic growth through strategies that incorporate a concern for understanding, predicting the needs of, and protecting the natural environment. In addition to maintaining and modernizing the Nation's advanced weather forecasting and warning system, the Department provides accurate information about the state-of-the-global climate system; for example, by advancing understanding of the effects of human-influenced emissions on the radiation balance of the earth. We also lead the Nation's work in ocean stewardship: we are launching a new era of ocean exploration as we seek to protect and make accessible to all Americans culturally and environmentally significant ocean sites; we are helping conserve sensitive marine habitats through the national marine sanctuaries and the marine fisheries service; and we are helping maintain the health of our coasts and the safety of our coastal waters, we are helping build sustainable fisheries, and we are supporting the economies of fishing communities.

The Department of Commerce must provide accurate and timely information to policymakers and the business community if our Nation is to take full advantage of the opportunities afforded by globalization and technological innovation and if we are to achieve sustainable development. The Department does this by collecting, analyzing, and disseminating a wide range of economic data, including gross domestic product and data on the trade balance, and by conducting economic censuses and annual and monthly business surveys. We also provide an accurate assessment of population shifts and other demographic changes through the decennial census and household surveys. Further, the Department of Commerce provides the capacity at the local level to ensure effective economic development decision-making by policymakers.

It is essential that all Americans share the prosperity enabled by the New Economy. The Department of Commerce provides financial and technical assistance for economic development in distressed communities, promotes private and public sector investment in minority businesses, and promotes economic development in Native American communities. We concentrate much of our export promotion activities on helping small and medium-sized enterprises, and we vigorously enforce U.S. trade laws to ensure that American businesses, workers, and communities are not harmed by unfair trade practices. In addition, we have launched a major effort to eliminate the "digital divide"—the separation of those who have access to computers and the Internet and those who do not—and to achieve instead digital inclusion. We are focusing on bringing the benefits of the New Economy to economically disadvantaged urban and rural areas and to the traditionally underrepresented segment of society, such as disabled persons, the elderly, and small businesses.

With these principles guiding us, we present the Department of Commerce's strategic plan for the fiscal years 2000–2005. The report highlights our efforts to respond to and influence the three major forces that will shape the U.S. economy of the future: the globalization of markets (see Goal 1), technological innovation (see Goal 2), and the drive toward sustainable economic developme

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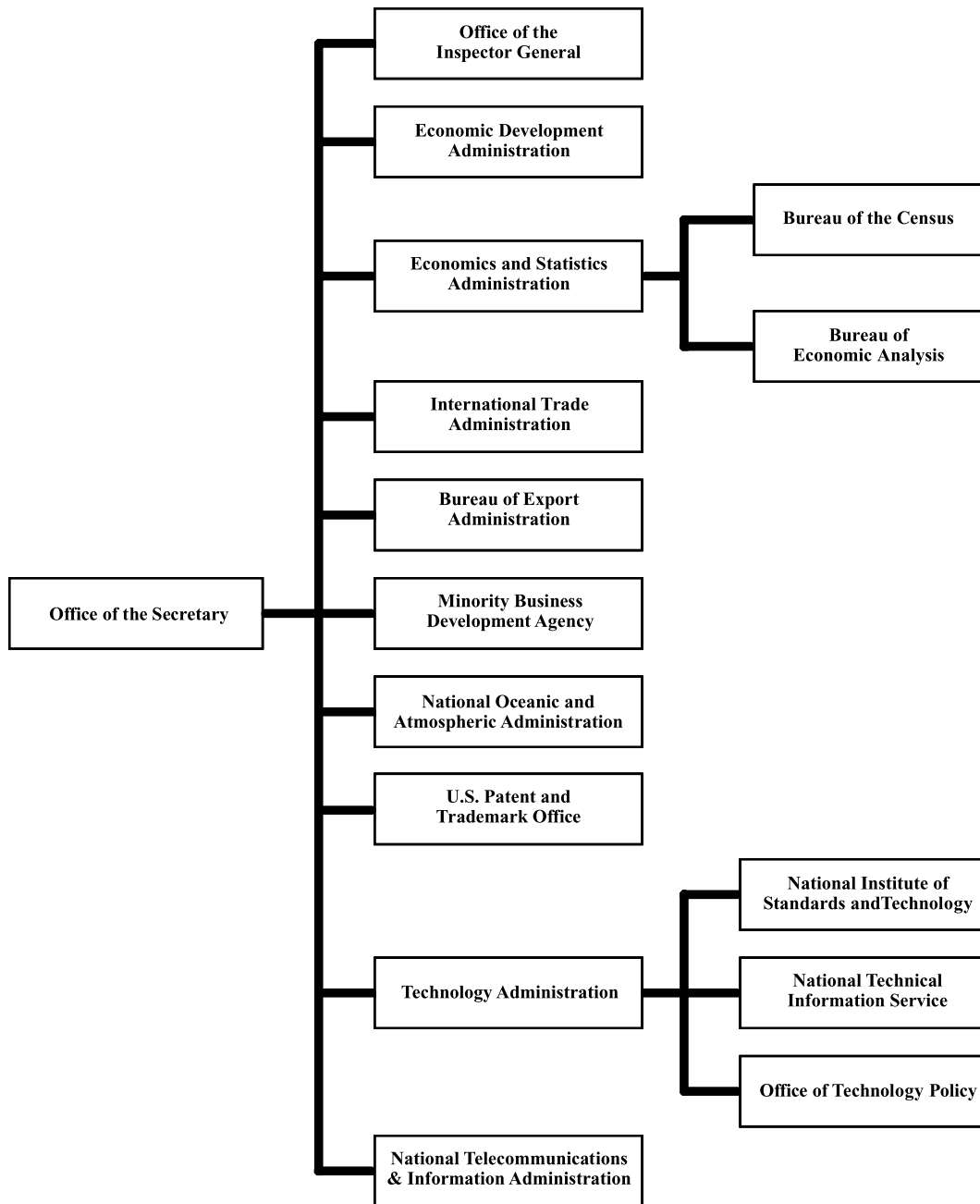


# ORGANIZATION CHART



U.S. DEPARTMENT OF  
COMMERCE

The Department's mission is carried out by the following bureaus (referred to as bureaus, administrations, agencies, and offices) depicted in the following organization chart:





## UNDERSTANDING OUR STRATEGIC PLAN

### How We Have Addressed the Basic Strategic Planning Requirements:

**Mission Statement:** The Department of Commerce promotes job creation and improved living standards for all Americans by creating an infrastructure that supports economic growth, technological competitiveness, and sustainable development.

**Strategic Goals and Objectives.** The Department has three five-year strategic goals, supported by eight outcome-oriented objectives. We also have a Department-wide management integration goal. Each Departmental bureau will pursue its own specific performance goals in support of the objectives, and will report in detail on these performance goals in its annual plans and reports.

**Strategic Goal 1: Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably**

**Strategic Goal 2: Provide Infrastructure for Innovation to Enhance American Competitiveness**

**Strategic Goal 3: Observe and Manage the Earth's Environment to Promote Sustainable Growth**

Each of the Departmental bureaus has developed performance goals and operating plans to support one or more of these strategic goals. For the purposes of this report, each bureau is listed under the goal that most closely corresponds to its mission. Where no single goal is dominant—as in the case of the Economic Development Administration—the bureau is included within more than one section.

The Department has also established a management integration goal, applicable with equal importance to all bureaus:

**Management Integration Goal: Strengthen Management at All Levels**

Just as the first three goals respond to the forces that are expected to drive the U.S. economy of the future, this fourth goal is a response to the driving trend toward more effective organizational management in both public and private settings. For the Department of Commerce, this trend is most importantly manifested in the Government Performance and Results Act of 1993.

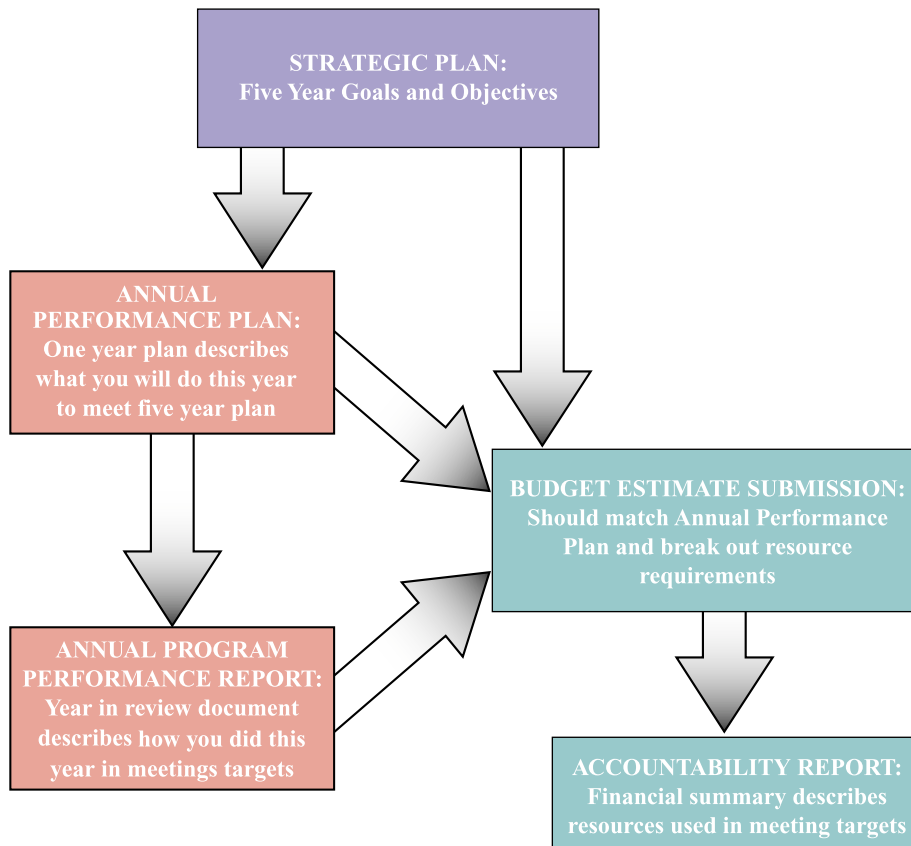
**Achieving Strategic Goals and Objectives.** The Department's Annual Performance Plan will describe in greater detail the performance goals that we will employ to achieve our goals and objectives, and will include our analysis of the capital, information, and other resources that we will require to meet these goals.

Our progress in pursuit of the three five-year goals may be assessed through the use of specific performance measures.

**Relationship between Long-Term Goals and Annual Goals.**

Pursuit of our five-year strategic goals will be measured in annual increments, as defined by realistic annual goals established for each objective. This staged pursuit of our goals can be graphically demonstrated:

**Relationships Within the GPRA Process**



**Crosscutting Programs.** Crosscutting programs and activities are jointly undertaken by Department of Commerce bureaus and other government bureaus and agencies to achieve a common purpose or objective. This report includes details of such programs and names the agencies with which our bureaus interact to achieve their objectives and goals.

**External Factors.** All Departmental bureaus must contend with certain external factors that are beyond their control. Such factors could potentially obstruct the achievement of our general goals and objectives.

**Program Evaluation.** The Department has reviewed the methodologies and systems for program evaluation used by each bureau, and based on this review has created the management objective of standardizing by FY 2003 the Department’s program evaluation methods and timetables. Included in this objective is a six-month management review of program performance in relation to our goals and performance measures. This system will include the latest performance target information on all of our measures, enabling program managers, staff, and senior officials to monitor our progress toward specific targets. We will use this system, which will also have an historical capacity enabling us to evaluate trends over time, as a program evaluation tool, allowing us to make mid-course corrections in our program management strategies, to reallocate resources as appropriate, and to conduct other related tasks.



# Department of Commerce STRATEGIC GOALS





**Strategic Goal 1**

**Provide the Information and the Framework to Enable the  
Economy to Operate Efficiently and Equitably**

**Objective 1.1**

**Provide the Infrastructure to Enable the Participation of  
All Americans in the New Economy**

**Objective 1.2**

**Promote Responsible Economic Growth and Trade while  
Protecting American Security**

**Objective 1.3**

**Support Effective Decision-Making of Policymakers,  
Business, and the American Public**



## Strategic Goal 1

### Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably

The Department of Commerce's first strategic goal is to encourage and support economic expansion and to increase the prosperity of all Americans, regardless of their geographical location or ethnic origin.

#### OBJECTIVE 1.1

##### **Provide the Infrastructure to Enable the Participation of All Americans in the New Economy**

Within the Department of Commerce, the **National Telecommunications and Information Administration** is responsible for determining the policies and technical research that are necessary to support the delivery to all Americans of access to the latest telecommunications technology and services; for identifying the means, including the potential use of electronic signatures, by which privacy on the Internet may be assured and infrastructure protected; and for encouraging innovative use of the radio frequency spectrum. The **International Trade Administration** is responsible for assisting the growth of small export businesses; for enforcing U.S. trade laws and trade agreements; for maintaining U.S. trade with established markets and promoting new business with emerging markets such as China; and for improving access to overseas markets by identifying and pressing for the removal of nontariff barriers. The **Economic Development Administration** assists technology-based development in areas where local communities have fallen behind national levels of development, supporting those communities in their implementation of long-range, technology-based strategies for economic growth. The **Minority Business Development Agency** works with the Small Business Administration and the Economic Development Administration to facilitate minority-owned businesses access to funding and loan guarantee programs, in order to help these businesses to grow.

#### OBJECTIVE 1.2

##### **Promote Responsible Economic Growth and Trade while Protecting American Security**

The **Bureau of Export Administration** seeks to advance U.S. national security, foreign policy, and economic interests by regulating exports of critical goods and technologies that could be used to damage those interests (while furthering the growth of legitimate U.S. exports to maintain our economic leadership); by enforcing compliance with those regulations; by cooperating with like-minded nations to obtain global support for this effort; by assisting nations that are key exporters or transit points for sensitive good and technologies to strengthen their own transit and export controls; and by monitoring the U.S. defense industrial base to ensure it remains strong. The **International Trade Administration** is responsible for improving access to foreign markets by enforcing compliance with U.S. trade agreements. The **National Telecommunications and Information Administration** manages the radio spectrum, with the joint objectives of promoting the use of spectrum that most efficiently serves all Americans and of maintaining readiness to administer the U.S. telecommunications infrastructure in time of crisis.

## **OBJECTIVE 1.3**

### **Support the Effective Decision-Making of Policymakers, Businesses, and the American Public**

The **Economics and Statistics Administration** monitors and measures socioeconomic and macroeconomic trends. The **Bureau of Economic Analysis** measures gross domestic product (GDP), accurate assessment of which is vital to decision-making on monetary policy, projections of federal budget surpluses, and the allocation of federal funds to the States. The **Census Bureau** also provides statistical information about the economy and society. In the past this information has been gathered primarily through a decennial nationwide census; full implementation of the American Community Survey will in the future additionally provide annual data, revolutionizing the survey methodology of the federal statistical system. The Census Bureau also plans to develop official measures of electronic business (e-business) activity and to evaluate how e-business affects existing measures of economic activity. The Economic Development Administration supports effective decision-making by local officials through its capacity-building programs.



**U.S. DEPARTMENT OF  
COMMERCE**



**Strategic Goal 1**  
**Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably**

**Objective 1.1**  
**Provide the Infrastructure to Enable the Participation of All Americans in the New Economy**

**National Telecommunications and Information Administration**

**Performance Goal:**

- Promote competition within the telecommunications sector and promote universal access to telecommunications services for all Americans

**International Trade Administration**

**Performance Goal:**

- Promote exports by small and medium-sized enterprises
- Increase U.S. exports by implementing the National Export Strategy through government-wide coordination of trade promotion and trade finance programs

**Economic Development Administration**

**Performance Goal:**

- Support job creation and private enterprise in economically distressed communities

**Minority Business Development Agency**

**Performance Goal:**

- Improve opportunities for minority-owned businesses to have access to the marketplace
- Improve opportunities for minority-owned businesses to pursue financing





## Objective 1.1

### Provide the Infrastructure to Increase the Participation of All Americans in the Economy

The **National Telecommunications and Information Administration** advises the President on domestic and international communications policy, manages the federal government's use of the radio frequency spectrum, and performs research in telecommunications sciences.

*Enabling Legislation.* In 1992, Congress codified the National Telecommunications and Information Administration's (NTIA's) responsibilities as part of the Telecommunications Authorization Act of 1992, P.L. 102-538. NTIA is the Executive Branch bureau principally responsible for domestic and international telecommunications and information policy issues.

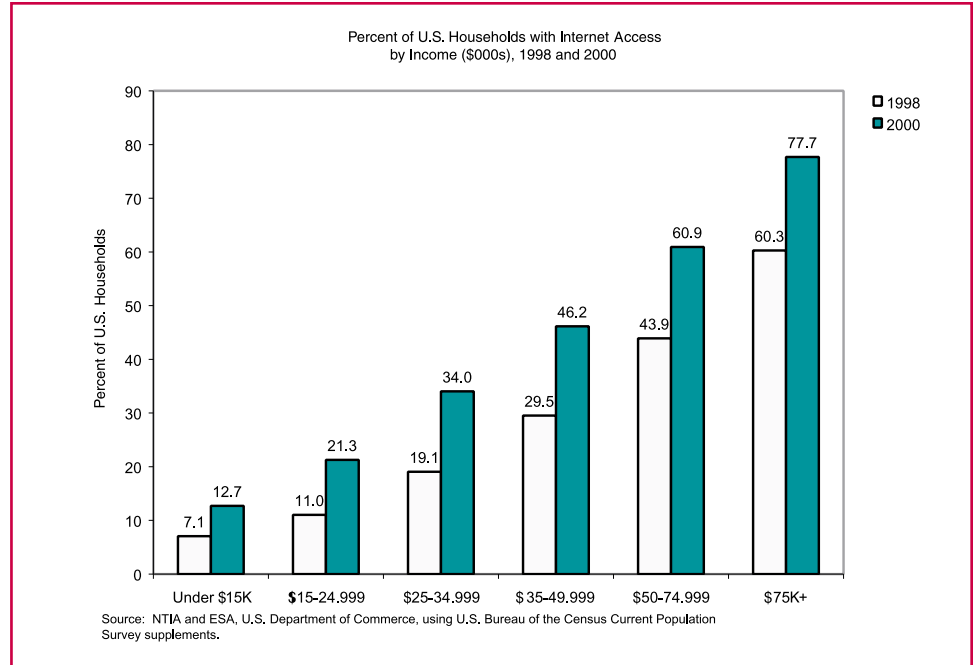
#### Performance Goal: Promote Competition within the Telecommunications Sector and Promote Universal Access to Telecommunication Services for All Americans

The telecommunications and information sectors account for approximately 10 percent of U.S. gross domestic product (GDP). Driven in large part by growth of the Internet, this figure is predicted by some experts to approach 20 percent of GDP by 2004. The uneven penetration of Internet usage nationwide means the Department of Commerce must seek ways to redress this imbalance, however, and the National Telecommunications and Information Administration is accordingly pursuing digital inclusion strategies to increase access to advanced communications technologies.

In addition, NTIA is emphasizing the implementation of the Telecommunications Act of 1996 as Congress intended. This entails opening the door to increased competition for long-distance and local telephony services for the long-term benefit of both consumers and industry. Other priority issues to which NTIA will apply its expertise include universal service reform, minority ownership development, introduction of the e-rate (an education rate to assist the connection of schools, libraries, hospitals, and other nonprofit entities to the information infrastructure), Internet privacy, consumer billings, broadband services, Internet taxes, public broadcasting, and other universal service and access issues. Internationally, NTIA is promoting procompetitive U.S. policies, including regulatory reform and technical policies related to advanced technologies and the Internet. Through these activities we aim to improve the international competitiveness of the U.S. telecommunications and information industry and the access of U.S. businesses and consumers to high-quality, reasonably priced international services.

#### NTIA Performance Measure

*Increase the number of telecommunications and information industry-related filings, testimony, and speeches*



Today's rapid advances in telecommunications and information services are widely acknowledged as key drivers of growth in both the U.S. and the global economies, and it is critical that the government continue to support NTIA's work. Without government investment, we would risk American goods and services losing competitiveness in the global market.

**External factors beyond NTIA control that could significantly affect the achievement of goals and objectives:**

- Consideration of telecommunications policy issues is affected by the activities of independent regulatory agencies (e.g., the Federal Communications Commission and the Federal Trade Commission), and priorities established for NTIA by the Secretary of Commerce, the White House, and Congress.
- Key bureau initiatives addressing technology innovation, global markets, consumer and government e-commerce issues, critical infrastructure protection, and public broadcasting's digital conversion are dependent upon Congressional funding.
- Budget limitations on policy and technical research.

## Objective 1.1

### Provide the Infrastructure to Enable the Participation of All Americans in the New Economy

The **International Trade Administration** seeks to develop the export potential of U.S. firms and to improve the trade performance of U.S. industry.

*Enabling Legislation.* The International Trade Administration (ITA) export promotion authority has six principal bases:

- Organic authority enacted in 1903
- Reorganization Plan No. 3 of 1979
- The Export Administration Amendments Act of 1985
- The Omnibus Trade and Competitiveness Act of 1988
- The Export Enhancement Act of 1992
- The Jobs through Trade Expansion Act of 1994

ITA's trade law enforcement authority has the following principal bases:

- The Tariff Act of 1930, as amended, authorizing the Antidumping and Countervailing Duty (AD/CVD) program.
- The Foreign Trade Zones (FTZ) program, as authorized by the Foreign Trade Zones Act of 1934.
- The Insular Watch Assembly program, as authorized by P.L. 97-446, as amended.
- The Florence Agreement program, as authorized by the Educational, Scientific, and Cultural Materials Importation Act.

### Performance Goal: Promote Exports by Small and Medium-Sized Enterprises

The International Trade Administration has traditionally focused on opening large, developed markets to increased U.S. trade. With the exception of China—which represents a unique challenge following the recent Congressional vote to grant Permanent Normal Trading Relations status—most of the world's larger markets are now open, however; ITA must therefore concentrate instead on maintaining the U.S. presence in these markets and on opening the smaller, emerging markets. The strategy necessary to open markets has additionally shifted from requiring the simple reduction and removal of tariffs to the identification and removal of nontariff barriers.

The increasing role played by international agreements such as the North American Free Trade Agreement (NAFTA), by organizations such as the World Trade Organization (WTO) and the Organization for Economic Cooperation and Development (OECD), and by trade blocs such as the European Union means that ITA must deal with a broadening range of participants in the international trade arena. We must also address the increasing role of policy imperatives such as environmental and labor concerns, the relationship between exports and domestic employment,



*Environmental trade mission to Bangkok*



and the U.S. trade imbalance.

An increasing number of small U.S. businesses are exporting goods and services. Many of these businesses—as well as larger businesses seeking to enter new markets—need assistance to achieve market entry and expansion and to take advantage of trade opportunities. Additionally, new opportunities are emerging in e-commerce, information technology, the service sector, and environmental technologies, challenging ITA to develop new skills to support these industries. We must also review the way that we address issues such as the export of intellectual property.

In addition to the challenges that they bring, the changes in the information technology sector and the emergence of e-commerce also present significant opportunities for ITA to improve our information dissemination and to connect U.S. exporters with foreign buyers. We must also examine the possibilities of partnering with other agencies and with the private sector to deliver integrated services, especially through the Internet.

### Why the Performance Measure Reflects ITA’s Outcomes or Is a Proxy for ITA’s Outcomes

#### *Number of New-to-Export Firms*

#### **ITA Performance Measure**

*Number of new-to-export firms*

The number of new-to-export firms provides the most appropriate measure by which to evaluate ITA performance in pursuit of this strategy, because an increasing number of small U.S. businesses are exporting goods and services and need assistance to achieve market entry and expansion and to take advantage of trade opportunities. Bureau-wide, we are introducing new and enhanced products and services that offer increased flexibility and enable greater customization; and we are harnessing new e-business technologies and exploiting support partnerships to improve the access of small and medium-sized enterprises (SMEs) to the resources and capabilities of the private sector and state and local government.

### Performance Goal: Increase U.S. Exports by Implementing the National Export Strategy through Government-Wide Coordination of Trade Promotion and Trade Finance Programs



*“New Products USA” Multi-State Catalog Exhibition in Ho Chi Minh City, Vietnam*

With trade playing an increasingly important role in the national economy, federal government policymaking must incorporate longer-term strategic thinking about the dedication of scarce resources. In the short term, the accelerated pace of the New Economy demands that Departmental agencies coordinate their efforts more closely and that they jointly develop new programs and initiatives that respond to the changing needs of exporters.

In addition to the annual reporting process, the International Trade Administration uses the Trade Promotion Coordination Committee (TPCC) to strengthen, streamline, and leverage its existing programs and day-to-day activities. Ongoing TPCC initiatives led by ITA include development and implementation of (1) a TPCC Internet portal responsive to the needs of exporters; (2) a commercial strategy for China, focused on compliance and monitoring, technical assistance, and export promotion; and (3) a services initiative to develop new products, services, and infor-

mation resources tailored to the needs of the services sector. In addition, ITA's Advocacy Center is exploring ways to more effectively use the TPCC Advocacy Network to counter the involvement of foreign governments in the competition for major projects overseas.



U.S. DEPARTMENT OF  
COMMERCE

## Why the Performance Measure Reflects ITA's Outcomes or Is a Proxy for ITA's Outcomes

### *Number of New-to-Market Firms*

This measure is the best one to use to assess the outcome of this strategy because the Trade Promotion Coordinating Committee's National Export Strategy states that small and medium-sized enterprises (SMEs) are under-achieving in terms of their export business potential. ITA's trade strategies are aimed at "leveling the playing field" for SME exporters, and the agency's success in doing so may therefore be inferred from growth in the number of new-to-market firms. ITA clients looking to expand into new export markets typically seek our assistance in identifying the best markets for their products, developing an effective market entry strategy, and locating appropriate public and private trade finance programs.

### **External factors beyond ITA control that could significantly affect the achievement of goals and objectives:**

- Economic shocks in foreign markets can adversely affect demand for U.S. exports.
- Exchange rate fluctuations and the increasing relative strength of the U.S. dollar can make U.S. exports more costly in foreign markets.
- Availability of resources. Implementation of new ITA initiatives is subject to Congressional approval of increased appropriations; standing projects may also be subject to funding changes.
- Cooperativeness of other TPCC member agencies.
- Responsiveness of OMB to TPCC guidance vis-a-vis other Administration priorities.

### ***ITA Performance Measure***

*Number of new-to-market firms*



## Objective 1.1 Provide the Infrastructure to Enable the Participation of All Americans in the New Economy

The **Economic Development Administration** provides loans, grants, and technical assistance for economic development projects in economically distressed communities and regions.

*Enabling Legislation.* The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. 3121) and reauthorized for five years by the Economic Development Administration Reform Act (P.L. 105-393) to generate new jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. The Trade Adjustment Assistance Program is authorized under the Trade Act of 1974 (19 U.S.C. 2101, 2341).

### Performance Goal: Support job creation and private enterprise in economically distressed communities

The Economic Development Administration is focusing its development efforts on finding creative new ways to solve complex community-level economic problems. The agency has expanded its traditional focus from areas of poverty (defined as areas where economic indicators are below national averages) to respond also to community-level stresses caused by jobs lost to imports and to plant and military base closures. EDA also works with communities affected by major economic dislocations arising from interruptions of natural resource supplies, and is increasingly called upon to assist in cases where natural disasters have damaged economic infrastructure. For example, EDA is working with other bureaus to explore the use of community-based actions to mitigate or avoid the hazards of natural disasters, such as by using more sophisticated siting or rebuilding practices to reduce the risk to structures in flood plains.

**EDA Performance Measure**

*Dollars invested in technology-related projects in distressed areas as a result of EDA's investment*

**EDA Performance Measure**

*Create and retain jobs in distressed communities*

EDA is confronting its new challenges by developing strategic plans to deliver community assistance. The bureau funds a national network of more than 320 Economic Development Districts, 64 Native American planning organizations, and 69 University Centers, through which we are able to support development of locally led Comprehensive Economic Development Strategies (CEDS) to address the needs of economically distressed communities and to provide technical assistance with the implementation of restructuring plans. The bureau supports CEDS that promote sustainable economic development and opportunity, foster effective transportation systems, enhance and protect the environment, and balance resources through sound management of development. A successful CEDS process should lead to the formulation and implementation of a program that creates jobs, raises income levels, diversifies the economy, and improves the quality of life, while simultaneously protecting the environment. The process must adopt a logical approach to long-term development but must also identify and implement short-term solutions to problems, with the goals of achieving early results and thereby maintaining public support. EDA also operates infrastructure and revolving loan fund



EDA awarded a grant to the Erie County, NY EDIC. This grant was used to construct the Gaither Incubator Building.

programs to help finance this work and has long supported innovative approaches to economic development, such as incubator buildings and revolving loan funds, and 'smart' industrial parks and buildings. By providing distressed communities with the capacity to help themselves, the bureau ensures the best possible use of its limited resources.

The globalization of trade, and specifically increasing imports, can also cause economic distress at the community level. EDA maintains a national network of Trade Adjustment Assistance Centers, University Centers, and Economic Development Districts to help communities prepare for and deal with the challenges of a growing global market, primarily by providing trade adjustment and strategic community planning assistance. EDA is also addressing the new imperative to embrace all communities within the emerging digital economy, by investing in technologies such as broadband communications and e-commerce.

**External factors beyond EDA control that could significantly affect the achievement of goals and objectives:**

- Both the Trade Act and the Public Works and Economic Development Act need to be reauthorized in the next few years. While reauthorization is largely under the control of other institutions, both the Department of Commerce and the Economic Development Administration can suggest appropriate modifications to enhance program performance and ensure that new legislation reflects the needs of the agency and its constituency. Timely reauthorizations are also important to reenergize and refocus the agency, to support long-term strategic planning, and to provide for the continuity of services to the nation's distressed communities.
- A major economic downturn could have serious implications for EDA, by impacting existing program investments and by increasing the overall demand for EDA assistance.





## Objective 1.1 Provide the Infrastructure to Increase the Participation of All Americans in the Economy

The **Minority Business Development Agency** seeks to promote private and public sector investment in minority businesses.

*Enabling Legislation.* The Minority Business Development Agency (MBDA) operates under the authority of Executive Order 11625 of October 13, 1971. The Bureau was created to assist minority businesses in achieving effective and equitable participation in the American free enterprise system.

**Performance Goal: Improve Opportunities for Minority-Owned Businesses to have Access to the Marketplace.**

**Performance Goal: Improve Opportunities for Minority-Owned Businesses to Pursue Financing.**

**MBDA Performance Measures**

- Increase the dollar value of contracts*
- Increase the number of financial packages*
- Increase the dollar value of financial packages*

The Minority Business Development Agency works to increase the number of minority-owned businesses by providing a broad spectrum of technical assistance and information services for current and new businesses. Trade globalization and the rapid growth of the Internet have greatly increased MBDA's opportunities to connect with and to successfully expand minority businesses.

MBDA's new business development services are designed to leverage the full benefit of telecommunications technology, including the Internet, to raise the level of service that our Minority Business Development Centers (MBDCs) provide to their clients. MBDC program guidelines additionally increase the impact of MBDC projects by requiring that project operators not only deploy their business assistance services directly, but also that they develop a network of strategic partnerships with third-party organizations within the geographic service area. These strategic partnerships will be used to expand the reach of the MBDC project into communities and market segments that the project might be otherwise unable to reach.

MBDA will use electronic tools to increase the availability of business development resources to all minority-owned firms, regardless of size, industry type, or geographic location, and to facilitate the expansion of ready-to-grow firms in the domestic, international, and new technology growth markets. In addition, we have developed a high-speed network strategy to link all MBDCs into a single virtual organization, via the Minority Business Internet Portal (MBIP). Our goal is to create a state-of-the-art environment to deliver to minority businesses continuously updated information, access to resources anywhere in the country, and the best available assistance in any given subject area at any time. Using this strategy, we expect to increase our client base 500-fold, from 6,000 to 300,000.



The Minority Business Development Agency has an electronic database (the Phoenix Database) that matches business opportunities to qualified vendors. By raising the population of the database to more than 290,000 minority vendors, we expect to similarly achieve an increase in the number of electronically matched business opportunities. This should result in a comparable increase in procurement, financing, and other business opportunities for minority-owned businesses.

The agency's new approach to business development reflects two major developments: the emergence of the digital economy, and a new demographic reality. The business environment is changing, and a minority marketplace is emerging that will provide new business opportunities but will also require new approaches to business development, such as the use of strategic alliances and joint ventures. Ready-to-grow firms must be prepared to take advantage of these new opportunities.

The demographic change, as projected by Census data, is that minority groups will in 50 years account for 47.2 percent of the population of the United States, with minorities accounting for 90 percent of the period's expected population growth of more than 120 million. The success of minority businesses during this period will depend on their ability to adopt e-commerce practices and to move to larger business transactions.

**External factors beyond MBDA control that could significantly affect the achievement of goals and objectives:**

- Changes in the business environment; in particular, economic pressure on minority businesses to engage in joint ventures to exploit business opportunities.
- Budgetary funding. MBDA exists via Executive Order, and there has been no push to codify the agency since the early 1990s. We have no guarantee of continued funding.



*MBDA staff viewing a Commerce Department exhibit on the Metric System.*



*A hands-on demonstration of the Phoenix Database*



## Strategic Goal 1

**Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably**

### Objective 1.2

**Promote Responsible Economic Growth and Trade while Protecting American Security**

#### **Bureau of Export Administration**

##### **Performance Goal:**

- By use of a dual-use export control system that continuously is refined to respond to changing requirements, transactions that are contrary to U.S. security interests are deterred and transactions without proliferation potential are facilitated
- The United States is in full compliance with the Chemical Weapons Convention (CWC) and all confidential business information of U.S. companies subject to inspection under the CWC is effectively protected
- The U.S. defense industrial base is healthy and competitive
- Violations of dual-use export control laws are identified and violators are sanctioned
- Export controls of key nations are strong and effective
- The nation's various independent and interdependent infrastructure components are secured in accord with an integrated plan

#### **National Telecommunications and Information Administration**

##### **Performance Goal:**

- Minimize the effects of crisis by preparing the U.S. telecommunications and information infrastructure to operate under extreme conditions
- Ensure allocation of radio spectrum—a scarce resource essential to all communications— provides the greatest benefit to all people

#### **International Trade Administration**

##### **Performance Goal:**

- Improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements



## Objective 1.2

### Promote Responsible Economic Growth and Trade while Protecting American Security

The **Bureau of Export Administration** seeks to advance U.S. national security, foreign policy, and economic interests by regulating exports of critical goods and technologies that could be used to damage those interests (while furthering the growth of legitimate U.S. exports to maintain our economic leadership); by enforcing compliance with those regulations; by cooperating with like-minded nations to obtain global support for this effort; by assisting nations that are key exporters or transit points for sensitive goods and technologies to strengthen their own transit and export controls; and by monitoring the U.S. defense industrial base to ensure it remains strong.

*Enabling Legislation.* The Bureau of Export Administration (BXA) was established as a separate agency within the Department of Commerce on October 1, 1987, and draws its authority from the Export Administration Act of 1979, as amended, and related statutes. BXA licenses commodities, technologies, and software and enforces export control laws and regulations mandated by Congress or through Executive Orders.

#### **Performance Goal: By Use of a Dual-Use Export Control System That Continuously Is Refined to Respond to Changing Requirements, Transactions That Are Contrary to U.S. Security Interests Are Deterred and Transactions Without Proliferation Potential Are Facilitated**

The Bureau of Export Administration serves U.S. businesses engaged in international trade by analyzing applications for export of controlled commodities in accordance with Export Administration Regulations. The bureau also serves its clientele by expediting the export licensing process and by providing guidance to exporters on how to conform to applicable laws and regulations. BXA is particularly vigilant in evaluating transactions involving advanced technologies and dual-use products that potentially can be diverted to use in chemical, biological, nuclear, or conventional weapons or missile programs.

Responding to increased concern about the proliferation of weapons of mass destruction, BXA has brought U.S. export controls in line with the new international political environment by reforming the dual-use export control system. It will continue to refine that system. The bureau also seeks to enhance its export regulatory effectiveness by educating stakeholders in the export licensing process, thereby improving industry compliance with export control regulations and strengthening international export control efforts. These two efforts together will result in deterring transactions that threaten U.S. security interests and will produce a streamlined dual-use commodity control list and an improved license application cycle for controlled items that will reduce the license application/processing burden on U.S. exporters, enabling them to be more competitive in world markets and thereby benefiting both the exporters and the U.S. economy.

#### ***BXA Performance Measure***

*Number of high-risk transactions deterred*



***BXA Performance Measure***

*Number of U.S. facilities in compliance with the Chemical Weapons Convention regulations*

***BXA Performance Measure***

*The dollar value of contracts won in international competitions by U.S. defense firms*

***BXA Performance Measure***

*Number of investigations accepted for criminal or administrative remedies*

**Performance Goal: The United States Is in Full Compliance with the Chemical Weapons Convention (CWC) and All Confidential Business Information of U.S. Companies Subject to Inspection under the CWC Is Effectively Protected**

The Bureau of Export Administration is responsible for ensuring U.S. compliance with the treaty requirements of the Chemical Weapons Convention. BXA collects, validates, and aggregates data from those U.S. businesses that manufacture or use chemicals covered by the Convention, educates those businesses on their treaty rights and obligations, and serves as the lead U.S. Government agency for hosting international inspectors who are inspecting U.S. business facilities subject to Convention requirements. BXA's primary host team role is to ensure that confidential business information is protected during the inspections of U.S. chemical firms.

**Performance Goal: The U.S. Defense Industrial Base Is Healthy and Competitive**

BXA is the focal point within the Department of Commerce for issues relating to the health and competitiveness of the U.S. defense industrial base. The bureau plays a leadership role in a wide range of issues that relate to both the national and economic security of the United States. Its efforts include assisting U.S. companies in diversifying from defense to commercial production and markets, promoting the sale of U.S. weapon systems to U.S. allies, and conducting primary research and analysis on critical technologies and defense-related sectors.

**Performance Goal: Violations of Dual-Use Export Control Laws Are Identified and Violators Are Sanctioned**

To be effective, export controls must be enforced. BXA enforces dual use export controls for reasons of national security, nonproliferation, counterterrorism, foreign policy, and short supply by detecting illegal exports for prevention and prosecution. The Bureau also enforces the antiboycott provisions of the Export Administration Regulations, the Chemical Weapons Convention Implementation Act of 1998, and the Fastener Quality Act.

BXA conducts outreach and education programs to train U.S. exporters to identify and avoid illegal transactions. BXA investigates suspected violations of the Export Administration Regulations and refers them to the Department of Justice for criminal prosecution and to the Department's Chief Counsel for Export Administration for civil remedies.



Conducting on-site visits of foreign end-users of sensitive technology is a key element of BXA's preventive enforcement program. Pre-license checks (PLCs) are performed prior to issuance of licenses to determine the reliability of foreign end-users. The majority of PLCs are conducted by U.S. & Foreign Commercial Service (FCS) officers stationed in the destination countries. BXA enforcement agents and FCS officers conduct post shipment verifications (PSVs) to ensure that the exported items are being used in accordance with the terms of the export license. A significant number of PSVs are conducted on high performance computers as mandated by the National Defense Authorization Act of 1998.

BXA works with foreign counterpart agencies to encourage other governments to implement enforcement measures that will compliment U.S. efforts.

### **Performance Goal: Export Controls of Key Nations Are Strong and Effective**

Although strong enforcement of U.S. export regulations is critical to protect our security interests, U.S. national interests are equally jeopardized if sensitive materials and technologies reach nations of concern or terrorists through other nations. For this reason, BXA's strategy also includes promoting the establishment of effective export control systems by other nations. The bureau has been assisting the republics of the former Soviet Union and the former Warsaw Pact nations of Central Europe to strengthen their export control and enforcement, and is extending technical assistance to China, India, and other countries considered export or transit proliferation risks.

Through a series of bilateral and regional cooperative activities, BXA helps the nations with which it works to establish the legal authority and to develop procedures and requirements to regulate the transfer of sensitive goods and technologies, to enforce compliance with those procedures and requirements, and to promote the industry-government partnership necessary for an effective export control system meeting international standards.

In the countries with which it is working on this agenda, BXA seeks to gain consensus on what commodities and technologies need to be controlled and to whom controls should apply. The bureau also promotes adherence to existing nonproliferation guidelines and norms pertaining to nuclear, chemical, biological, and conventional weapons and missile delivery systems.

In BXA-sponsored bilateral and regional cooperative activities, BXA draws on the expertise of other agencies as well as U.S. industry in assisting countries to develop export control systems tailored to their unique circumstances and requirements.



*Participants from 31 nations and four multilateral export control regimes at the 2000 Oxford Conference on Export Controls sponsored by BXA consider ways to make export controls more effective globally as an instrument to reduce the danger of proliferation of destructive weapons.*

#### **BXA Performance Measure**

*Number of targeted deficiencies remedied in the export control systems of cooperating transit or exporting nations*



***BXA Performance Measure***

*Number of Agency plans implemented within the framework of the National Critical Infrastructure Protection Plan*

## **Performance Goal: The Nation's Various Independent and Interdependent Infrastructure Components Are Secured in Accord with an Integrated Plan**

The information revolution and the introduction of the computer into virtually every dimension of our society has changed how our economy works, how we provide for our national security, and how we structure our everyday lives. There is an inherent need to protect the government's own critical assets from cyber attack and a need to remedy deficiencies in order to become a model of information security. In order for these efforts to succeed, government and the private sector must work together in a partnership unlike any we have seen before.

Presidential Decision Directive (PDD) 63 directed the establishment of a national plan coordination staff (the Critical Infrastructure Assurance Office (CIAO)) that operates as an office of the Bureau of Export Administration. Responding to this mandate and to increasing concern about the integrity of our nation's infrastructures, CIAO developed an update to the National Plan for Information Systems Protection and now is seeking to strengthen and build on that work, increasing the participation of other federal agencies in analysis of critical dependencies and interdependencies within their systems, pursuing further outreach through a partnership with the private sector, and seeking greater involvement of state and local governments. These efforts will better enable the federal government to coordinate and encourage the development and implementation of a comprehensive plan for the protection of our infrastructures and, ultimately, the use of that plan by government and the private sector to secure our nation's critical infrastructures.

### **External factors beyond BXA control that could significantly affect the achievement of goals and objectives:**

- The increasing volume and complexity of international commerce directly increase the difficulty of applying and enforcing export controls and, more broadly, of preventing proliferation; these factors seldom yield to control by the United States Government, much less by BXA.
- Other external factors include the legislative process, the federal budget process, the actions of other federal departments, and the actions of other nations.

**Performance Goal: Improve American Competitiveness and Access to Foreign Markets by Enforcing Compliance with U.S. Trade Laws and Agreements.**



**U.S. DEPARTMENT OF COMMERCE**

The International Trade Administration (ITA) carries out its functions of combating unfair trade practices and ensuring compliance with trade agreements through two program units: Market Access and Compliance (MAC) and the Import Administration (IA).

MAC is the U.S. Government's focal point through which it seeks to reduce foreign market barriers and thus increase market access for non-agricultural U.S. exports. It is the place within the government's trade enforcement and negotiation structure to which U.S. companies, especially small and medium-sized firms, bring the problems they encounter in foreign markets and the place where they seek U.S. Government assistance in overcoming export barriers. MAC's overriding objectives are to obtain market access for American firms and workers and to achieve full compliance by foreign nations with the trade agreements they sign with the United States. MAC is especially oriented to smaller and medium-sized exporters that lack the resources to determine their rights under the 240 U.S. trade agreements.

The goal of the Import Administration is to improve American competitiveness through effective administration of U.S. trade laws and enforcement of the sector-specific trade agreements that govern U.S. imports. IA addresses this goal by taking prompt, aggressive action against unfair trade practices and by administering efficiently, fairly, and in a manner consistent with U.S. international obligations the antidumping and countervailing duty laws of the United States. The major objectives of this program area are to process and complete investigations, administrative reviews, and sunset reviews within the statutory time limits of the trade laws.

**ITA Performance Measure**

*Number of antidumping/countervailing duty cases processed.*

*Commerce Among Nations Should Be Fair and Equitable --*

*Ben Franklin*



*Official signing of the Seoul Declaration on the Asia Pacific Economic Cooperation (APEC) Tourism Charter at the First APEC Tourism Ministerial. APEC, founded in 1994, is the primary international organization for promoting open trade and economic cooperation*



## Why the Performance Measure reflects ITA's Outcomes or Is a Proxy for ITA's Outcomes

### *Number of Antidumping/Countervailing Duty Cases Processed*

This performance measure provides the most accurate appraisal of the outcome of this strategy because ITA defends American industry against injurious trade practices, and thus improves America's competitiveness, by administering efficiently, fairly, and in a manner consistent with U.S. international obligations the antidumping (AD) and countervailing duty (CVD) laws of the United States.

### **External factors beyond ITA control that could significantly affect the achievement of goals and objectives:**

- Foreign financial crises can trigger import surges, dumping, subsidies, and other unfair trade practices.
- New or changing governments can create new barriers to market access for U.S. companies.
- Changes in trade policy by foreign nations.
- Emergence/expansion of markets just starting to open, especially China.





## Performance Goal: Minimize the Effects of Crises by Preparing the U.S. Telecommunications and Information Infrastructure to Operate under Extreme Conditions

The National Telecommunications and Information Administration (NTIA) has been assigned the role of lead agency for protecting the U.S. information and communications infrastructure from intentional cyber or physical attack. This critical infrastructure underpins virtually every national imperative, including national security, economic competitiveness, and the health and welfare of the American people. It is also increasingly vulnerable to attack, yet is owned and operated by companies that manage their business risks according to the measure of impact upon their own enterprises. The calculus of risk management, as practiced by industry, does not take into account the potential for devastation on a national scale that is far beyond the responsibilities of these enterprises. The nation rightly expects the U.S. Government to bear that responsibility, but while government is charged with protecting national interests, it does not have the access, technical capability, or resources to solve the problem alone. The President has therefore directed U.S. Government agencies to work in partnership with the private sector to meet this responsibility. Developing this partnership, which involves the establishment of new, intricate relationships between government and industry to eliminate or mitigate sector vulnerabilities, has been difficult, but the partnership is slowly beginning to show promise of growth.

### **NTIA Performance Measures**

*Increase the percentage of information provided to and communications made with the private sector to address critical infrastructure security issues*

*Increase the number of state, city, and county governments actively engaged in critical infrastructure protection programs*

*Increase the number of NTIA-requested spectrum assignments*

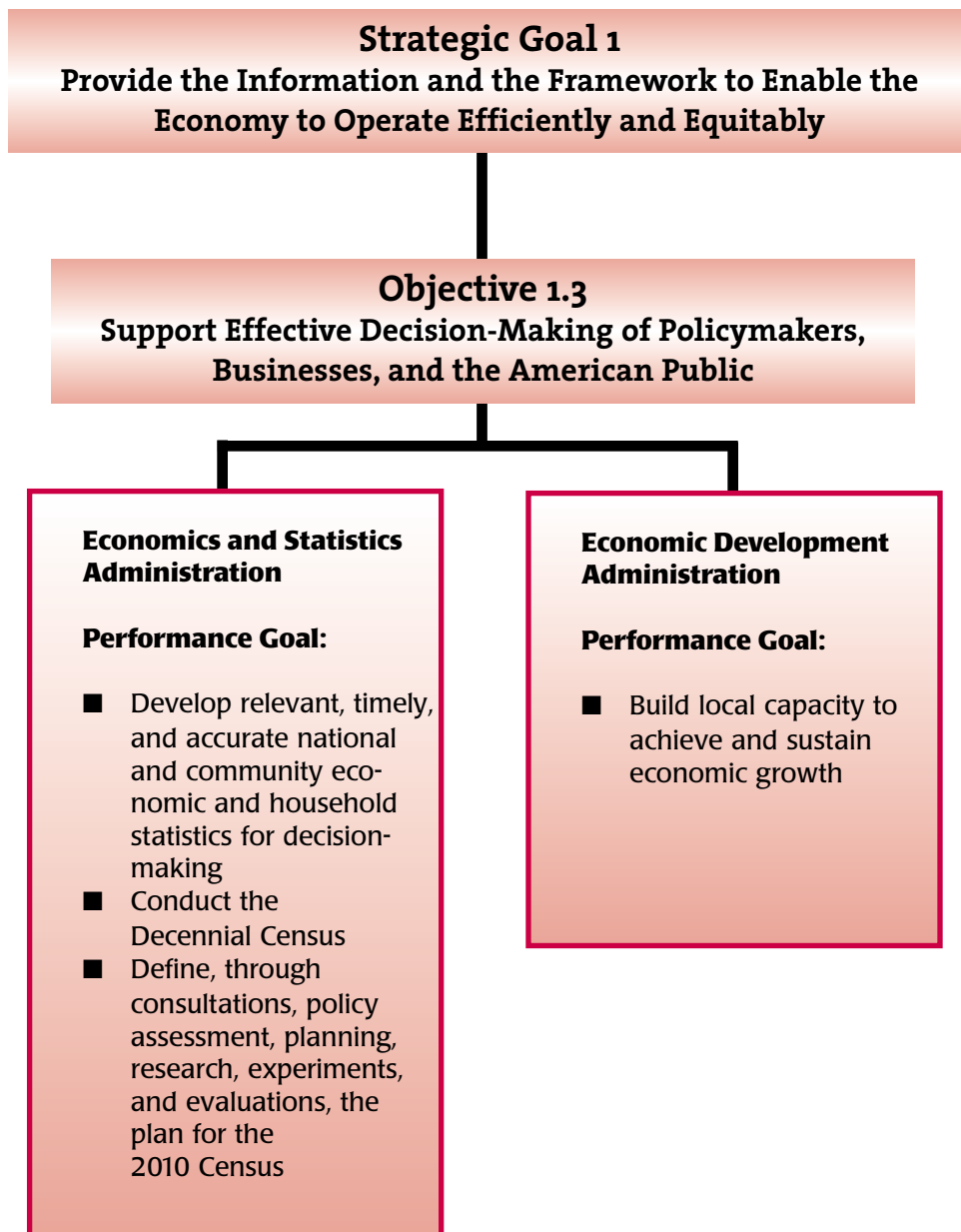


*Satellite antennae array*



**Performance Goal: Ensure Allocation of Radio Spectrum—a Scarce Natural Resource Essential to All Communications—Provides the Greatest Benefit to All People**

The availability of the radio frequency spectrum is key to the development and implementation of innovative telecommunications technologies. The National Telecommunications and Information Administration (NTIA) manages the federal government's use of spectrum and is involved in designing a cooperative interagency process with regard to the development of third-generation wireless networks. NTIA's activities include identifying and supporting new wireless technologies that promise innovative applications that would benefit both federal and private sector users; providing the 53 federal agencies with the spectrum needed to support their missions for national defense, law enforcement and security, air traffic control, national resource management, and other public safety services; developing plans and policies to use the spectrum effectively and efficiently; satisfying the United States' future spectrum needs globally through participation with the 190 other countries of the International Telecommunication Union in establishing binding treaty agreements through the world radio communication conference process; and improving, through telecommunications research and engineering, the understanding of radio-wave transmission and thereby improving spectrum utilization and the performance of radio communications systems.





### Objective 1.3 Support Effective Decision-Making of Policymakers, Businesses, and the American Public

**The Economics and Statistics Administration** provides information on the state of the economy through preparation, development, and interpretation of economic data and provides analytical support to help Department officials meet their policy responsibilities. The Agency comprises two bureaus: the **Bureau of Economic Analysis** and the **Census Bureau**. The Bureau of Economic Analysis is the nation's economic accountant, producing periodic estimates of such measures as gross domestic product (GDP) and the balance of payments. The Census Bureau is the prime gatherer and purveyor of data on our population and economy.

The Economics and Statistics Administration also operates STAT-USA, a user-friendly "one-stop shop" for the dissemination of business, economic, and trade statistics.

*Enabling Legislation.* The Bureau of Economic Analysis's (BEA's) predecessor, the Bureau of Foreign and Domestic Commerce, was established under 15 U.S.C. 171 et seq., which provides the authority and responsibility for the functions of BEA. The following U.S. Code citations also apply:

- 15 U.S.C. 1516 provides the Secretary of Commerce with the authority to gather and distribute statistical information.
- 22 U.S.C. 286f provides that the President shall make available balance of payments information as required by the Bretton Woods Agreement Act. BEA was assigned responsibility by Executive Order No. 10033, as amended, and subsequent Departmental delegation for the collection of certain balance of payments data and the publication of the U.S. balance of payments accounts.
- 22 U.S.C. 3101 et seq. provides that the President shall undertake mandatory surveys of U.S. direct investment abroad and foreign direct investment in the United States. BEA was assigned responsibility for the direct investment surveys under this act by Executive Order No. 11961 and subsequent Departmental delegation.

*Enabling Legislation.* Title 13 of the United States Code established a Bureau of Census (Census) and provides for and ensures the confidentiality of various surveys and censuses. Section 401 of Executive Order 12656 directs the Secretary of Commerce to provide for the collection and reporting of census information on human and economic resources and to maintain a capability to conduct emergency surveys to provide information on the status of these resources as required for national security. Parts 30–100 of Title 15 of the Code of Federal Regulations contains regulations for foreign trade statistics, for the training of foreign participants in census procedures and general statistics, and for special services and studies; cutoff dates for recognition of boundary changes for the Decennial Census, for furnishing personal census data from census of population schedules, and for procedures for challenging certain population and income estimates; and the official Bureau seal.



## Performance Goal: Develop Relevant, Timely, and Accurate National and Community Economic and Household Statistics for Decision-Making

The Bureau of Economic Analysis (BEA) is entering a critical five years. The threat to the quality of the bureau's statistical data is recognized by the Administration, as noted in the "Sustaining Our Economic Prosperity" section of the President's FY 2001 budget, presented to Congress in February 2000:

**"Data on population, real GDP, the CPI [consumer price index], and the trade deficit, for example, are critical inputs to monetary, fiscal, trade, and regulatory policy. They also have a major impact on government spending, budget projections, and the allocation of federal funds. [However,] ... the current funding levels of the government's statistical agencies have not kept pace with the need for good statistics. The relevance and accuracy of some of our nation's key statistics are in question."**

In a recent private study, BEA's quarterly advance gross domestic product (GDP) report was named as one of the three most important statistical releases for its effect on financial markets. GDP has a direct and real impact on the stability of our economy, influencing the rise and fall of stock and bond markets; interest rates, as set by the Federal Reserve Board; investment decisions by business leaders; and the formulation of federal budget and revenue projections.

Despite the importance of its data in promoting economic stability and the increasing complexity of its mission to track the U.S. economy, BEA's budget has decreased by 12 percent in real terms over the last seven years. The bureau's primary strategies are to stabilize its funding and to implement its multiyear plan to upgrade the GDP accounts.

The emergence of the New Economy, with its rapid growth, increasing complexity, and heavy dependence on services and technology industries, makes it substantially more difficult than in the past to produce accurate, timely, and relevant economic data. Although BEA has a comprehensive multiyear plan to maintain and improve the quality of GDP and other economic accounts data, in recent years no funding has been provided to implement that plan. As a result, we face the prospect of a significant decline in the quality of our GDP accounts.

With an adequate infusion of resources, BEA would be able to move forward with its multiyear plan and address the key weaknesses in the GDP accounts, thereby preventing a major breakdown in our statistical system. The bureau's plan includes the following actions:

### **BEA Performance Measures**

*Maintain and improve accuracy and timeliness of economic data:*

- Statistical quality
- On-time delivery

*Maintain and improve customer satisfaction:*

- Web site utilization
- Customer survey results

*Develop updated and improved GDP processing system*



- Close gaps in coverage of GDP source data by developing new and updated measures of services, compensation, and other key GDP components.
- Develop new, quality-adjusted price indexes and real GDP indexes for GDP components with significant measurement problems, such as high-tech goods and financial services.
- Develop new estimates of output for nonprofit institutions.
- Develop updated measures that would integrate the Federal Reserve Board's financial accounts with BEA's economic accounts.
- Develop new measures that more accurately reflect the status of the global economy by filling gaps in the coverage of international trade and finance.

In addition, we plan to upgrade BEA's information technology system with the development of a new GDP processing system, the redesign and improvement of BEA's Internet site, the implementation of electronic reporting of BEA's surveys of multinational companies, and the establishment of electronic data exchange capabilities with major data suppliers.

### **Why the Performance Measures Reflect BEA Outcomes or Are a Proxy for BEA Outcomes**

*Maintain and improve accuracy and timeliness of economic data:*

- a) Statistical quality*
- b) On-time delivery*

Two of the key elements of our strategy are developing accurate and timely economic statistics. These two performance measures provide a clear evaluation of how effective our strategy is in addressing these two elements.

*Maintain and improve customer satisfaction:*

- a) Web site utilization*
- b) Customer survey results*

A key element of our strategy is developing relevant economic statistics, and the best way to evaluate relevance is to see whether or not we are providing what our customers want. That can be done by observing customer use of our Internet site and by surveying customer satisfaction with our products and service.

*Develop updated and improved GDP processing system*

Our strategy is based on our mission of producing high-quality economic statistics that provide a comprehensive picture of economic activity. Because our statistical output is dependent on an outdated processing system that is in desperate need of major improvements, the measurement of our progress in rebuilding that system provides a key indicator of our ability to fully implement our strategy.

## External factors beyond BEA control that could significantly affect the achievement of goals and objectives:

- Lack of resources to carry out planned improvements in the economic accounts.
- Failure of other statistical agencies to make needed improvements in source data used by BEA.



U.S. DEPARTMENT OF  
COMMERCE

## BUREAU OF CENSUS

### Performance Goal: Develop Relevant, Timely, and Accurate National and Community Economic and Household Statistics for Decision-Making

#### Performance Goal: Conduct the Decennial Census

The Census Bureau (Census) provides vital information about the U.S. economy and about our society. The data produced by Census affect political redistricting and the allocation of federal funds. The Census Bureau is the largest statistical agency of the federal government. It conducts:

- The constitutionally mandated (Article 1, Section 2) Census of Population and Housing (the Decennial Census) every 10 years for apportioning seats in the House of Representatives and to provide information for the administration of federal programs to communities.
- Eight censuses every five years related to businesses and state and local governments, covering more than 91,000 governmental units and more than 20 million businesses.
- More than 100 business activity and household surveys on a monthly, quarterly, and annual basis. Examples include surveys of retail trade, services, manufacturers, imports and exports, education, employment, income, health, consumer spending, housing, and crime.

The vast array of data that Census collects forms a valuable base of statistical information by which to document, analyze, and improve the products, services, and resources we use every day. It forms the basis for decision-making by the Administration, Congress, communities, businesses, trade associations, and academicians.

*Fully Implement the American Community Survey.* The American Community Survey (ACS) is the single most important improvement in federal household statistics since the middle of the last century. It is the cornerstone of the bureau's effort to keep pace with ever-increasing demands for timely and relevant data. If Census and Congress are to maintain our leadership in providing information to the *knowledge society*, we must invest in full development of the ACS. It is no longer acceptable that planners and policymakers must use data that are up to 12 years old. The ACS will not only provide more frequent, detailed data for small geographic areas, but it will also revolutionize the way we conduct the Decennial Census.



*U.S. Census Bureau field representative collecting data for one of their household surveys.*

#### **Census Bureau Performance Measures**

*Fully implement the American Community Survey*

*Measure e-commerce activity*

*Disseminate Census 2000 products*

*Complete plan for operational test of Census 2010*



*Measure E-Commerce Activity.* The extraordinary growth of the Internet is changing the way we communicate, seek and access information, purchase goods, and interact. The successful integration of information, communications, and computer technology opens new purchasing channels to consumers and provides firms with the opportunity to fundamentally change the way they conduct their business. Electronic commerce (e-commerce) is growing rapidly and will likely cause as much change in the structure and performance of the American economy as did the introduction of the computer. There are as yet no official measures of e-commerce activity, however, and little understanding of how it is affecting current measures of economic activity. A major challenge for Census will be to develop such measures and to meet the growing demand of policy-makers and industry for information.

*Disseminate Census 2000 Products.* The bureau will prepare and deliver to the President by December 31, 2000 the certified state population counts used to apportion Congressional seats. Census data are tabulated for each state, including counts from federal administrative records of overseas military personnel and their dependents and of overseas federal civilian employees and their dependents. Public Law 94-171 requires the Census Bureau to prepare and deliver by April 1, 2001 the census data and geographic products used by states for redistricting. Census 2000 data products will be available on a flow basis beginning January 2001. Census 2000 data will be disseminated mainly using a new data retrieval system called the American FactFinder(AFF). The American FactFinder will be accessible to the widest possible array of users through the Internet (<http://factfinder.census.gov>), through intermediaries, including the nearly 1,800 State Data Centers and affiliates providing training and technical assistance in accessing and using Census data, through the 1,400 Federal Depository libraries, and through other libraries, universities, and organizations nationwide.

**Performance Goal: Define, through Consultations, Policy Assessment, Planning, Research, Experiments, and Evaluations, the Plan for the 2010 Census**



*U.S. Census Bureau field representative collecting data for the 2000 Census.*

*Complete Plan for Operational Test of Census 2010.* The Census Bureau will prepare a planning, research, and testing plan to improve the accuracy and efficiency of the 2010 Census. The plan will project the major design components of the 2010 Census, include the important early consultation with external partners and stakeholders, define a five-year research program for those components requiring testing, and subsequently use the research findings to design the 2005 operational test.

**External factors beyond Census control that could significantly affect the achievement of goals and objectives:**

There is a growing negative public perception of government intrusion into personal and business information privacy. This affects the response to surveys and censuses and is the most significant factor affecting the future goals, objectives, and program plans of the Census Bureau.





## Performance Goal: Develop Relevant, Timely, and Accurate National and Community Economic and Household Statistics for Decision-Making

STAT-USA assists government agencies by collecting and distributing data through a variety of products and services. Businesses, academia, and individuals use this information to make intelligent and informed decisions that support economic growth and improvements in our everyday lives. Since 1990, STAT-USA has been a leader in providing the public with electronic access to economic and statistical data generated by the government. Working with many organizations in the federal government, STAT-USA organizes and indexes this data, adding value by improving its accessibility and ease of use.

STAT-USA obtains financial support for its activities through the sale of its information products and services. It receives no funding from Congress. STAT-USA plans to:

- Increase customer involvement
- Increase supplier involvement
- Identify new markets for products and services.

### External factors beyond STAT-USA control that could significantly affect the achievement of goals and objectives:

- Dependence on federal agencies to make source data available in a timely manner.
- Inability to recruit sufficient information technology (IT) resources to remain a competitive Internet service provider.
- Increased availability of free online data competing with STAT-USA data.
- STAT-USA originates few of the many thousands of files in its information base. Rather, it obtains files from major economic agencies in the government (BEA, Census, BLS, and the Federal Reserve) and agencies providing export information (Census, ITA, the State Department, and others). STAT-USA also provides IT solutions to other Commerce agencies to help them meet their IT needs.

#### **STAT-USA Performance Measures**

*On-time delivery and up-to-date content*

*Customer survey results*

*New products and services initiatives*



# THE ECONOMIC DEVELOPMENT ADMINISTRATION

STRATEGIC PLAN  
FY 2000–FY 2005

## Performance Goal: Build local capacity to achieve and sustain economic growth.

For more than 35 years, the Economic Development Administration (EDA), through its planning and technical assistance grants, has promoted effective decision-making by local public policy makers. The validity of these programs was affirmed in *A Path to Smarter Economic Development*, prepared by the National Academy of Public Administration. This report stated that the federal role in economic development should be refocused to provide states and localities with better information to assist them to leverage all available resources and to link scattered initiatives to better serve local needs.

The nation is currently enjoying an unprecedented period of economic growth. Many areas of the country, however, such as Appalachia, the Mississippi Delta, many Native American reservations, and inner city neighborhoods, have not fully shared in that economic growth. The challenge of keeping pace with the global New Economy means that the nation's distressed communities increasingly need the capacity at the local level to develop strategies to bring economic growth to their own areas. EDA will work with its partners in economic development to ensure these communities have the resources and skills necessary to benefit from our strong economy. EDA will also work with its sister agencies in the Department of Commerce and with other federal statistical agencies to ensure that local economic development decision-makers have the best information possible to support their programs.

### EDA Performance Measures

*Increase the percentage of Economic Development Districts and Indian Tribe grantees whose Comprehensive Economic Development Strategy is on time and acceptable*

*Increase the percentage of clients satisfied with the technical assistance provided by University Centers for local economic development and business development*

### EDA Performance Measures

*Percentage of clients satisfied with assistance provided by Trade Adjustment Assistance Centers*



## **Strategic Goal 2**

**Provide Infrastructure for Innovation to Enhance American Competitiveness**

### **Objective 2.1**

**Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes**

### **Objective 2.2**

**Protect Intellectual Property**

### **Objective 2.3**

**Provide the Infrastructure for a Digital Economy and a Digital Government**



## Strategic Goal 2 Provide Infrastructure for Innovation to Enhance American Competitiveness

The Department of Commerce's second goal is to provide the infrastructure that will enable American businesses to maintain their technological advantage in world markets. Globalization and the technology-driven productivity gains of the New Economy are providing us with new challenges. Continued partnership, collaboration, and cooperation between the Department of Commerce and industry will enhance and promote America's technological edge.

### OBJECTIVE 2.1

#### Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes

The **Technology Administration** serves as the focal point for leadership on civilian technology policy in the federal government, and it conducts various programs to support government and industry through the provision of comprehensive technical services (measurements and standards) and the development and application of new technology. The **National Institute of Standards and Technology** is strengthening the international system of standards and measurements to facilitate U.S. trade; building the Advanced Measurement Laboratory to provide the world's best facility for highly demanding measurements and research; and helping manufacturing supply chains increase productivity and competitiveness. The **National Technical Information Service** continues to meet the challenge of permanent preservation and ready access of the taxpayers' investment in research and development through the acquisition, organization, and preservation of the titles added annually to the permanent collection; promotes the development and application of science and technology by providing technologically advanced global e-commerce channels for dissemination of specialized information to business, industry, government, and the public; makes public access to the bibliographic database available to all users; and is implementing an initiative that will enable users to locate and download information directly from agency Internet sites.

### OBJECTIVE 2.2

#### Protect Intellectual Property

Intellectual property is a potent force in the competitive free enterprise system. By continuing to protect intellectual endeavors and encouraging technological progress, the **U.S. Patent and Trademark Office** seeks to preserve the United States' technological edge, which is a key to our current and future competitiveness.

## **OBJECTIVE 2.3**

### **Provide the Infrastructure for a Digital Economy and a Digital Government**

The Department of Commerce's strategy to promote e-commerce (electronic business transactions via the Internet) requires that a sound legal framework be constructed to govern the entire process. The Department will advocate a legal framework that balances the interests of businesses, consumers, and governments at all levels and that ensures the reliability, security, and integrity of e-commerce transactions. The Department of Commerce will also promote the broadest access to e-commerce technology, both domestically and internationally.



**U.S. DEPARTMENT OF  
COMMERCE**



**Objective 2.1**  
**Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes**

**Technology Administration**

**Performance Goals:**

- Promote technology-based growth through partnerships with industry (US/OTP)
- Provide technical leadership for the nation's measurement and standards infrastructure and ensure the availability of essential reference data and measurement capabilities (NIST: Measurement and Standards Labs)
- Accelerate technological innovation and development of the new technologies that will underpin future economic growth (NIST: Advanced Technology Program)
- Improve the technological capability, productivity, and competitiveness of small manufacturers (NIST: Manufacturing Extension Partnership)
- Assist U.S. businesses and other organizations in continuously improving their productivity, efficiency, and customer satisfaction by adopting quality and performance improvement practices (NIST: Baldrige National Quality Program)
- Protect the National Information Infrastructure (NIST)
- Collect, organize, preserve, and disseminate government scientific, technical, and business-related information (NTIS)



## Objective 2.1

### Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes

The **Technology Administration (TA)** comprises the **Office of the Under Secretary** and **Office of Technology Policy (US/OTP)**, the **National Institute of Standards and Technology (NIST)**, and the **National Technical Information Service (NTIS)**. The US/OTP works in partnership with the private sector to develop and advocate national policies that maximize technology's contribution to U.S. economic growth, the creation of high-wage jobs, and improvements in our quality of life. NIST strengthens the U.S. economy and improves the quality of life by working with industry to develop and apply technology, measurements, and standards. NTIS facilitates public access to federal information; develops guidelines, implementation methods, and procedures for federal agencies to transfer their government information to NTIS; maintains a permanent repository of unclassified scientific, technical, engineering, and business information; collects and disseminates this information worldwide; and develops new and enhanced methods for expeditious dissemination of information.

#### *Enabling Legislation.*

The Office of the Under Secretary and Office of Technology Policy (US/OTP) operates under the authority of 15 U.S.C. 3704, which established the positions of Under Secretary and Assistant Secretary for Technology Policy and provides the basic authority for preparing technology policy analyses, industry studies, policy experiments, and associated reports.

The National Institute of Standards and Technology (NIST) operates under the authority of the National Institute of Standards and Technology Act (15 U.S.C. 271) which modified the Organic Act that created the National Bureau of Standards (NBS) in 1901. Several important legislative changes were adopted in 1988. In addition to renaming NBS as NIST, the changes include the establishment of Regional Centers for the Transfer of Manufacturing Technology (15 U.S.C. 278k) and the establishment of the Advanced Technology Program (15 U.S.C. 278n). Separately, the National Quality Program was established and its functions assigned to NIST by the Malcolm Baldrige National Quality Improvement Act of 1987 (15 U.S.C. 3711 a).

The National Technical Information Service (NTIS) operates under the authority of 15 U.S.C. 3704b, which authorizes NTIS to establish and maintain a permanent repository of nonclassified scientific, technical, and engineering information; to make selected bibliographic information products available to depository libraries; to collect, translate, and disseminate unclassified foreign scientific, technical, and engineering information; to implement new methods or media for the dissemination of scientific, technical, and engineering information; and to maintain the responsibilities enacted in 1950 (15 U.S.C. 1151).



## TECHNOLOGY ADMINISTRATION

STRATEGIC PLAN  
FY 2000–FY 2005

### Performance Goal: Promote Technology-Based Growth through Partnerships with Industry(US/OTP)

The Department of Commerce relies on the Technology Administration's Office of the Under Secretary/Office of Technology Policy (US/OTP) to promote technology-based growth through partnerships with industry. US/OTP serves as the focal point within the federal government for leadership on civilian technology policy, supporting technology-based growth through a variety of programs that provide technical support to industry and helping to develop and transfer new technologies to the private sector for commercial application.

#### **Technology Administration Performance Measure**

*Increase the number of roundtables, seminars, negotiations, and other meetings held with industry, government, and academia to advance TA policy goals*

US/OTP plays an important role in developing and coordinating national technology policy, working in partnership with industry and serving as an advocate for policies that would best leverage the benefits of new technology and contribute to the nation's economy. The bureau's undertakings include providing leadership for the Partnership for a New Generation of Vehicles Initiative between the federal government and the nation's auto makers; monitoring foreign government science and technology policies and encouraging the adoption of policies that would promote a favorable environment for U.S. business partnerships overseas; promoting the commercialization of space-related technologies; and working to promote productive research partnerships between the federal government and the private sector across the full spectrum of federal research programs.

## NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY

In the past, the National Institute of Standards and Technology (NIST) has provided key components of the nation's technological infrastructure. Since its inception in 1901 as the National Bureau of Standards, NIST has provided essential measurement and standards resources and services. More recently, NIST's roles have expanded to accommodate new needs for technology development and diffusion programs, as well as new demands for public leadership on organizational quality and performance excellence.

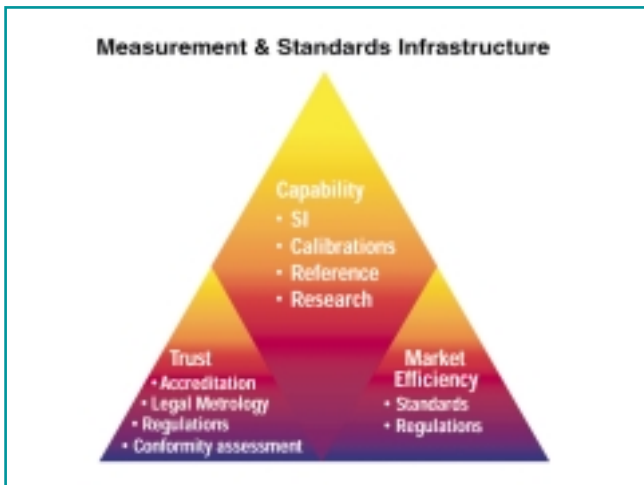
NIST envisions even greater demand for its services in the future. As competition becomes ever more technology-intensive, firms will rely increasingly on a constellation of external scientific and technological resources provided by other firms, universities, government laboratories and technology programs, and other nonprofit research centers and services. If it is to maintain its support of U.S. industry, NIST will need to continuously improve its ability to anticipate and provide solutions for industry's rapidly changing measurement and standards infrastructure needs, and to creatively address the evolving challenge of stimulating the development and uptake of new technologies and organizational improvement strategies.



## Performance Goal: Provide Technical Leadership for the Nation's Measurement and Standards Infrastructure and Ensure the Availability of Essential Reference Data and Measurement Capabilities (NIST: Measurement and Standards Laboratories)



U.S. DEPARTMENT OF  
COMMERCE



The National Institute of Standards and Technology (NIST) Measurement and Standards Laboratories have been the stewards of the nation's measurement infrastructure since their inception in 1901 as the National Bureau of Standards. Through their fulfillment of the constitutional responsibility to "fix the standards of weights and

measures," NIST laboratories underpin the fair exchange of goods and services throughout the U.S. economy. NIST further supports commerce by providing the measurement techniques, instrument calibrations, and standards that are essential tools for research, production, and buyer-seller transactions.

As global commerce becomes more technology-intensive, and as trade becomes a more significant determinant of the health of the U.S. economy, the nation's measurement infrastructure will grow in economic importance and strategic value. NIST will respond to the need of established industries for measurements of increasingly high precision and selectivity. Technology-based industries, for example, can be extremely measurement-intensive, with measurements in the semiconductor industry accounting for 25–30 percent of manufacturing costs. High-technology industries also tend to produce and sell on a global basis, highlighting the need for more rapid and extensive international harmonization of standards and measures. The emergence of new industries means that NIST must also provide new measurement and testing tools—the necessary technical infrastructure exists only in part in such important areas as information technology, biotechnology, wireless communications, advanced materials, nanotechnology, and microelectromechanical systems.

### ***NIST Measurement and Standards Laboratories Performance Measures***

*Quality and technical merit: Annual external peer review, conducted by the National Research Council*

*Outcomes: Economic impact studies*

*Outputs: Production of key products and services, including standard reference materials, standard reference databases, calibrations and tests, and technical publications*



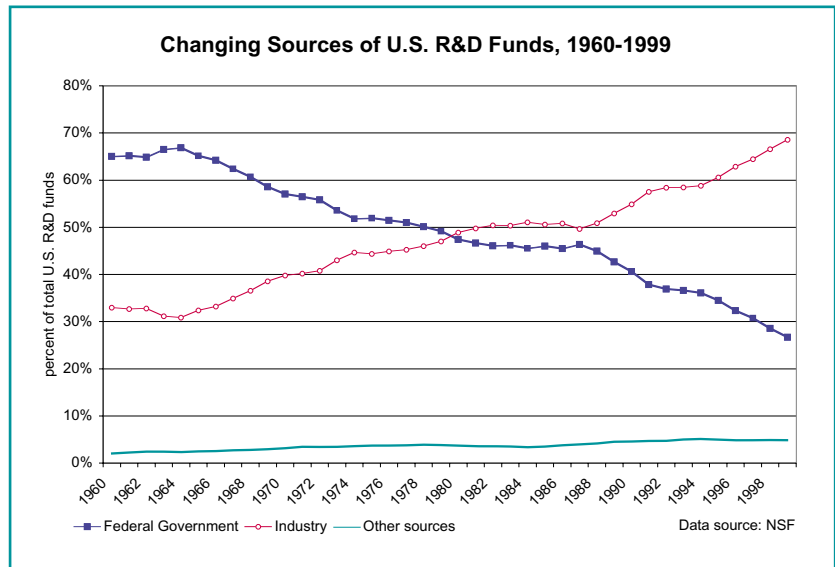
*Data acquisition system for NIST mammographic x-ray instrument calibration range.*



Over the next five years, the NIST Measurement and Standards Laboratories will pursue this performance goal by:

- Anticipating and addressing the nation’s most important needs for physical and information-based measurements and standards.
- Strengthening the national system of measurement, measurement traceability, standards, and conformity assessment.
- Providing the leadership and technical competencies required to harmonize measurements and standards to facilitate international trade.

### Performance Goal: Accelerate Technological Innovation and Development of the New Technologies that Will Underpin Future Economic Growth (NIST: Advanced Technology Program)



Research and development (R&D) funding in the United States has changed profoundly over the last 40 years. Once the primary source of funding, the federal government now provides just 27 percent of all R&D funds; funds from private industry, in contrast, expanded from 33 percent in 1960 to 69 percent in 1999. The nation’s recent economic success and its future prospects depend in large measure on the R&D strategies of private firms.

While private industry has emerged as the nation’s R&D powerhouse, market pressures often deter firms from investing in particular types of technology. Little of the nation’s basic R&D has historically been funded by private industry because firms must be able to secure returns on their investment within a timeframe and at a level satisfactory to investors. For the same reasons, industry tends to avoid investing in certain types of enabling technologies, including infrastructural technologies, which require distinct competencies and are broadly applied; multiple-use technologies, which benefit multiple segments of an industry or group of industries; and high-potential breakthrough technologies, which typically involve risk levels and timeframes that far exceed the horizons of individual firms. In each of these areas, the financial and market interests of individual firms tend to produce a suboptimal level of investment for the economy and society as a whole.

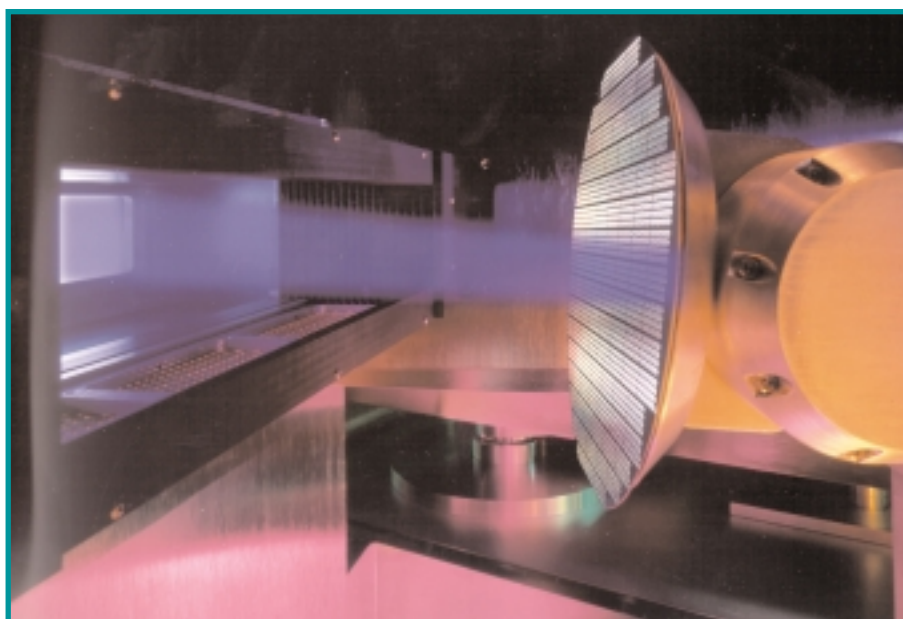
#### NIST Advanced Technology Program Performance Measures

Outcomes: Economic impact studies

Intermediate outcomes: Cumulative numbers of new technologies commercialized and patents and publications generated

The reconfiguration of R&D funding in the United States and the competitive orientation of industrial R&D heighten the need for public policies that support investment in infrastructural, multiple-use, and breakthrough technologies. The Advanced Technology Program (ATP) works with industry to identify and promote investment in technologies that offer significant potential for broad-based economic benefits but which suffer from inadequate levels of private investment. Over the next five years, ATP will continue to accelerate technological innovation and the development of new technologies by:

- Utilizing cost-sharing partnership strategies to encourage industry to increase investment in R&D for high-risk, broad-impact technologies.
- Accelerating the commercialization and broad diffusion of ATP-funded technologies.



*The technology for processing larger and better wafers was developed by a small Massachusetts startup, Diamond Semiconductor Group, Inc., with co-funding from NIST's Advanced Technology Program (ATP).*

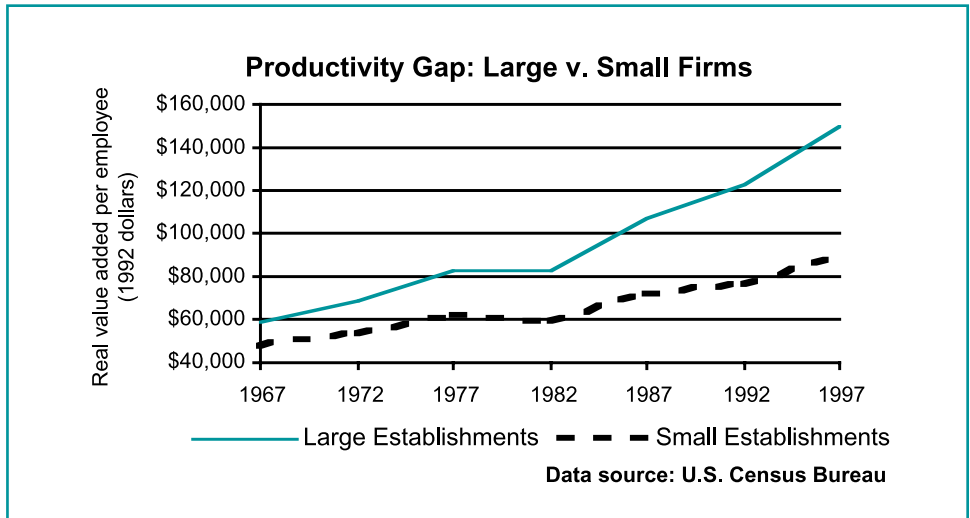
**NIST Manufacturing Extension Partnership Program Performance Measure**

*Intermediate outcomes: Client competitiveness, indicated by changes in sales, cost savings, and capital investment attributed to Manufacturing Extension Partnership services*



*An assembly line employee of CP Films of Martinsville, Va., adjusts a target to a cathode for use in a sputtering machine. The company—which makes polyester films for the defense, automotive, and aerospace industries - received advice from an affiliate of NIST's Manufacturing Extension Partnership.*

**Performance Goal: Improve the Technological Capability, Productivity, and Competitiveness of Small Manufacturers (NIST: Manufacturing Extension Partnership)**



Productivity is the key to competitiveness. Firms typically seek to improve productivity through a combination of capital investment, investment in new technologies, adopting more efficient production processes, improving the skills of the labor pool, and tightening cost control of the production process.

While U.S. manufacturing firms are among the most productive in the world, small manufacturers consistently lag behind their larger counterparts, which are able to apply their greater financial, technical, and human resources to production modernization and continuous performance improvements. But the nation's 382,000 small plants and factories employ about 12 million people—nearly two-thirds of the manufacturing workforce—and produce intermediate parts and equipment that contribute approximately 55 percent of the value of finished products. Their role in the supply chain means that the nation's future manufacturing productivity will rest largely on the ability of these small firms to improve their quality, raise their efficiency, and lower their costs.

The comparatively low productivity growth of small U.S. firms can be attributed to numerous factors, including technical, cost, and information barriers. NIST helps small firms overcome these barriers through the Manufacturing Extension Partnership (MEP). MEP provides information, decision support, and implementation assistance to help small businesses adopt new and more advanced manufacturing technologies, techniques, and business practices. Over the next five years, MEP will continue to improve the technological capability, productivity, and competitiveness of small manufacturers by:

- Transforming a larger percentage of the nation's small manufacturers into high-performance enterprises.

**Performance Goal: Assist U.S. Businesses and Other Organizations in Continuously Improving Their Productivity, Efficiency, and Customer Satisfaction by Adopting Quality and Performance Improvement Practices (NIST: Baldrige National Quality Program)**



**U.S. DEPARTMENT OF COMMERCE**

NIST operates the Baldrige National Quality Program (BNQP) to provide a systematic and proven set of business values, performance criteria, and assessment methods to any organization seeking to improve its productivity and overall effectiveness.

The Baldrige Program represents a value system that encompasses a definition of performance excellence and that provides a vehicle for cooperation and a catalyst for change. Each year, the Malcolm Baldrige National Quality Award (MBNQA) is granted to companies in the categories of manufacturing, service, and small business and to organizations in the health care and education sectors. The award emphasizes core process management, a focus on customers and markets, company responsibility for programs and policies that support its key communities (including environmentally conscious management), and—most importantly—the achievement of superior business results.

***NIST Baldrige National Quality Program Performance Measures***

*Increase applications per year to the MBNQA and to Baldrige-based state and local quality programs*

*Increase number of Baldrige criteria mailed by the BNQP and Baldrige-based state and local quality programs*



*William M. Daley (left), then Secretary of Commerce, and President William J. Clinton congratulate Mary Etta Coursolle, BI Senior Vice President of Human Resources, and BI President and Chief Quality Officer Guy Schoenecker on winning the 1999 Malcolm Baldrige National Quality Award.*

Firms throughout private industry have made enormous gains by implementing the quality practices and maintaining the performance improvement standards advocated by the program. Over the next five years, BNQP will emphasize:

- Widening the potential impact of the Malcolm Baldrige National Quality Award by promoting quality awareness and performance excellence within all organizations, including health care, education, and nonprofit organizations.
- Promoting quality awareness and business excellence practices among small manufacturing and service businesses.



## Performance Goal: Protect the National Information Infrastructure (NIST)

The ubiquitous and interconnected nature of information technology (IT) increases the extent to which even limited attacks or failures can broadly disrupt the nation’s information infrastructure. The U.S. economy and society now depend broadly upon computers and computer networks, and the reliability, security, and quality of those systems must be strengthened. The potential negative consequences of inadequate assurance accumulate as IT systems expand and often are not apparent until major systems fail. Without adequate assurance, the viability of the entire information infrastructure—and therefore the entire U.S. economy—is put at risk.

Included in the FY 2001 President’s Budget is a request to establish a program at NIST to develop the R&D capacity, technologies, and knowledge needed to protect the nation’s critical information infrastructure. Because vulnerabilities affecting the information and communications infrastructure can potentially affect the entire U.S. economy, there is a substantial need for significant new research into advanced technologies, measurements, and methods that can raise the level of reliability and security of critical information technology-based systems and networks. As proposed, the program will build this R&D capacity by providing research grants to universities, industry, and government to develop the appropriate R&D expertise.

Assuming Congressional support, over the next five years, NIST will pursue this performance goal by:

- Establishing the proposed program.
- Developing appropriate performance measures.
- Evaluating program progress and results.

## NATIONAL TECHNICAL INFORMATION SERVICE

### Performance Goal: Collect, Organize, Preserve, and Disseminate Government Scientific, Technical, and Business-Related Information (NTIS)

The National Technical Information Service operates a central clearinghouse of scientific and technical information that is useful to American business and industry. NTIS is directed to collect scientific and technical information; catalog, abstract and index the information, permanently archive the information and disseminate products in the forms and formats most useful to its customers; develop electronic and other new methods and media to disseminate information; provide information processing services to other federal agencies; and charge fees for its products and services.

NTIS collects its information material primarily from U.S. government agencies and their contractors and grantees, as well as from international sources. The NTIS collection includes approximately 3 million titles, comprising reports describing the results of federally sponsored research; statistical and business information; audiovisual products; computer software and electronic databases developed by federal agencies; and reports prepared by foreign research organizations. NTIS maintains a permanent repository of its information products and offers copies of this material to

#### **NTIS Performance Measures**

*Number of items in archive*

*Number of documents reproduced from electronic media*

its many customers—mainly researchers and business managers in private industry. The disseminated materials may include computer downloads or paper, microfiche, audiovisual, or electronic media.

Dissemination metrics adequately convey NTIS's performance relative to its statutory responsibilities, but they do not fully represent its output and performance—for example, further to its statutory responsibilities, NTIS also assists other agencies in the production and dissemination of their information. Moreover, these metrics do not convey the impact of all of NTIS's services.

The five-year outlook for the National Technical Information Service will be impacted by external events. The General Accounting Office and the National Commission on Libraries and Information Sciences are reviewing the NTIS mission and functions and their effect on the federal government's scientific and technical information dissemination policies and programs.

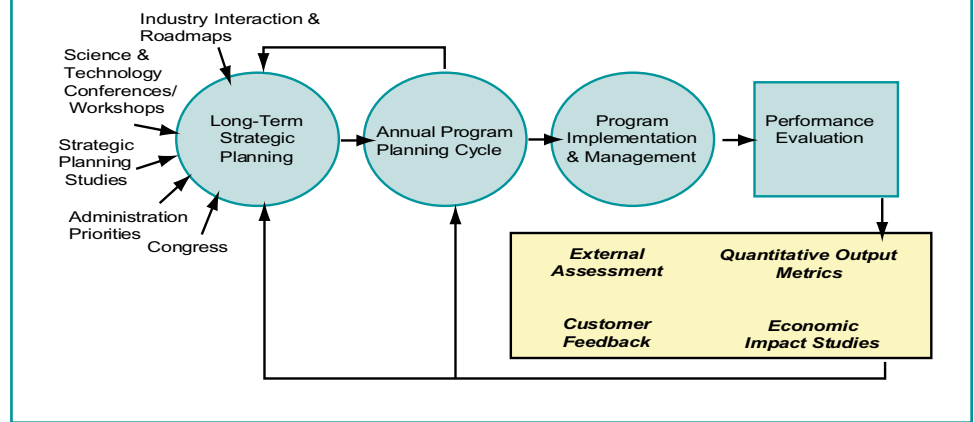
### **External factors beyond TA control that could significantly affect the achievement of goals and objectives:**

- Discontinuous scientific and/or technological change.
- Economic and/or market changes that could affect the level, rate, and/or manner in which private firms assimilate infrastructural and generic technologies and deploy them in market-specific applications.
- Congressional funding of the Advanced Technology Program (ATP) program.
- Business expansion and retraction from investment in high-risk technologies.

### **Why the Performance Measures Reflect NIST Outcomes or Are a Proxy for NIST Outcomes**

Figure 1 illustrates the overall structure of NIST's planning and performance evaluation system. NIST evaluates its performance and plans its work in part through direct customer feedback, but also through three distinct evaluation methods: (1) peer review and other forms of external assessment; (2) economic impact studies; and (3) quantitative output tracking. In addition, NIST as a whole benefits from the agency-wide external reviews and guidance provided by the Visiting Committee on Advanced Technology, a legislatively mandated panel of 15 external advisors that meets quarterly to review NIST's general policy, organization, budget, and programs. Other NIST programs also have external advisory bodies, such as the MEP National Advisory Board and the Board of Overseers for the Baldrige National Quality Program.

Figure 1: NIST Planning and Performance Evaluation System



NIST has designed its performance evaluation system to accommodate its diverse outputs and to respond to the intrinsic difficulty of measuring the results of investments in scientific and technological products and services. The primary output of research is scientific and technical knowledge, which is inherently difficult to measure directly and comprehensively. In addition, the outcomes from research often do not begin to accrue until several years after the research program has been completed, and the diffusion of benefits often affects broad segments of industry and society over long time periods.

No single metric or measurement method can capture the diversity and complexity of NIST's outputs and outcomes. Different measurement methods have inherent strengths and weaknesses, as detailed in Table 1 (below). By utilizing diverse yet complementary sources of performance data, NIST can thoroughly evaluate its products, services, and processes at different stages and from different perspectives. Although rich and diverse, these measures as a whole do not and cannot comprehensively capture the full range of the agency's outputs and outcomes. As a result, it is not possible to directly compare NIST inputs (costs) with this (or any other) set of outputs. In short, while NIST can accurately and completely account for its cost inputs, the nature of its scientific and technological outputs and outcomes does not allow simple determinations of the agency's efficiency or cost-effectiveness.

As described below, NIST's programs each use a different mix of these three measurement methods, tailored to the program's core functions, particular outputs, and unique management needs (see Table 2 below). No single measurement method can provide a robust and comprehensive source of performance evaluation data. Taken together, however, all three methods, combined with continual feedback from customers, function as a performance evaluation system that provides NIST management and external stakeholders with empirically rich and reliable data encompassing the agency's diverse outputs and outcomes.



**Table 1: NIST Performance Measurement Methods:  
Strengths and Limitations**

	<b>Scope and Purpose</b>	<b>Strengths</b>	<b>Limitations</b>
<b>Peer Review</b>	Assesses technical quality within operating units. Provides data for quality control, laboratory management, and planning	Broad and highly detailed review by external technical experts. Balanced panels with expertise matching each operating unit. NRC independence, high technical capability, and internal quality controls. Review process well established in corporate culture	Intrinsic features of peer review: panel judgments are not quantifiable; observations and findings are highly contextual and detailed; assessments are not comparable (e.g., no cumulative performance ranking)
<b>Quantitative Output Measures</b>	Diverse output indicators represent key functions. Important to track for internal management and resource planning	Direct counts of activities and outputs generate highly reliable quantitative data. Robust data collection systems. Data are cumulative and allow trend analysis for each indicator	Provide no information about quality or impact; trends require contextual interpretation; indicators not uniformly relevant to all operating units; indicators as a whole do not comprehensively represent NIST output
<b>Impact Studies of Research Outcomes</b>	Assess downstream impacts of research projects and infratechnologies. Provide data for evaluating research outcomes and long-term planning	Provide quantitative and qualitative data about outcomes. Provide data on impacts over long time periods and across several layers of the supply chain affected by NIST technology. Highly qualified economists and technical specialists conduct detailed analyses using well-developed research methods	Studies are intermittent and results are not cumulative; elements of user population often are too diffuse to measure; uneven availability and quality of industry data; methodological problems specific to each measure; outcomes are specific to each project (limited comparability); studies are complex and expensive



**Table 2: NIST Goals and Measures by Responsibility Segment**

	<b>MSL</b>	<b>ATP</b>	<b>MEP</b>	<b>BNQP</b>
<b>Performance goal</b>	Provide technical leadership for the nation’s measurement and standards infrastructure and ensure the availability of essential reference data and measurement capabilities	Accelerate technological innovation and development of the new technologies that underpin future economic growth	Improve the technological capability, productivity, and competitiveness of small manufacturers	Assist U.S. businesses and other organizations in continuously improving their productivity, efficiency, and customer satisfaction by adopting quality and performance improvement practices
<b>Quality and/or Outcome Measures</b>	NRC peer review Economic impact studies	Economic impact studies	Increased sales Capital investment Cost savings	
<b>Illustrative Output Measures</b>	SRMs available SRD titles available Calibrations and tests Technical publications	Number of technologies under commercialization Number of publications Number of patents filed		Applications per year to MBNQA and Baldrige-based state and local quality programs  Baldrige criteria mailed by BNQP and Baldrige-based state and local quality programs



## Objective 2.1

### Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes

## ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

EDA programs provide support for the efforts of the nation's distressed communities to become competitive in the new global economy. By supporting technology-based economic development, EDA offers those parts of America that have lagged behind for years the opportunity to leapfrog other areas and to become leaders in the New Economy. EDA programs are driven by locally developed needs and strategies. The Agency will explore methods of reflecting its technology-based economic development support in distressed communities for fiscal year 2003. The agency maintains a comprehensive array of program tools, technical assistance, and infrastructure and revolving loan programs to help communities develop, test and refine, and ultimately implement their own technology-based economic development strategies.

EDA's Trade Adjustment Assistance (TAA) program provides a means by which firms that have been undercut by imports can regain their economic competitiveness. Under the program, EDA funds a national network of 12 Trade Adjustment Assistance Centers (TAACs) to help these firms complete the TAA eligibility petition and prepare and implement an adjustment proposal. The adjustment proposal thoroughly analyzes a firm's strengths, weaknesses, opportunities, and threats, and serves as the basis for its economic recovery strategy. It also outlines specific technical assistance tasks, such as market research, productivity improvements, Internet-site development, new product development, and quality assurance certification, which would help the firm in its economic recovery. Independent consultants, selected by the firm, are hired to complete these tasks, with the TAAC and the firm equally sharing the consultancy costs. The value of technical assistance contributed by the TAAC is normally limited to \$75,000 per firm.

EDA's programs provide the nation's distressed communities with the resources to locally develop and implement technology-based economic development strategies. Water, sewage treatment, electricity, and roads comprised the basic infrastructure of the old economy, and fiber-optic cables, telecommunications, and smart industrial parks and buildings are becoming just as fundamental for economic development in the new global economy. Where EDA would once have supported the development of an industrial park for traditional manufacturers, today the agency is likely to develop a research incubator park to develop a whole new set of products and companies.

Growth of the technology sector, and particularly of telecommunications and computing, has been the driving force behind the nation's extraordinary economic performance over the last several years. This phenomenon has been acknowledged by leading economists, including Federal Reserve Board Chairman Alan Greenspan, who have accredited technology-led economic development and productivity growth with successfully



delivering the previously elusive combination of strong economic growth and low inflation. According to some estimates, technology accounts for up to one-half of the growth in economic productivity.

This technological change, however, has resulted in uneven development, with some areas growing quickly while others are stagnating or even losing jobs and population. This is detrimental to the efficiency of the overall national economy, because it leaves some places with excess capacity while obliging growth areas to spend to add new capacity.

The traditional argument for economic development investments in distressed communities is based upon the federal government's long-standing commitment to ensure equality of economic opportunity. Investments in productivity-enhancing infrastructure are crucial to national economic competitiveness. A large number of communities, especially those experiencing adverse economic conditions such as high unemployment, low per capita income, and population out-migration, or handicapped by an under skilled work force or aging infrastructure, are struggling to create sustainable economies and to establish a technological base from which to compete in today's economy.



*Springfield Technical Community College (STCC) constructed Springfield, Massachusetts' first facility dedicated exclusively to the launching of the new high tech business initiatives and assisting recent start-ups achieve profitability with the assistance from an EDA project. The incubator is located in the center of Springfield's two major disadvantaged areas where poverty and unemployment are the highest in the area.*

To address these problems, the Economic Development Administration provides grants to construct the infrastructure that is needed for technology-driven economic development. Examples of eligible grant activities include the construction of broadband infrastructure for high-speed Internet access, infrastructure for distance-learning networks, smart rooms and/or smart buildings, business incubator facilities, technologically advanced research and manufacturing facilities, and business and industrial parks prewired with fiber-optic cable. Other projects eligible for grants include the development of publicly owned telecommunications infrastructure and facilities capable of creating economic opportunity and encouraging and supporting the economic development of distressed areas.

The agency's recent investment in site development of the Los Alamos Research Park in New Mexico provides a specific example of this work. In addition to basic utilities, the Park will have telecommunications infrastructure offering state-of-the-art connectivity, to enable companies to commercialize product technologies developed by the National Laboratory. This will be a collaborative effort involving corporate, academic, and institutional researchers and technologists, including those of the Los Alamos National Laboratory.

## Objective 2.2 Protect Intellectual Property

### U.S. Patent and Trademark Office

#### Performance Goals:

- Strengthen intellectual property protection in the United States and abroad, making it more accessible, affordable and enforceable
- Enhance the quality of patent products and services, transition to E-Government and optimize patent processing time
- Enhance the quality of trademark products and services, transition to E-Government and minimize trademark-processing time



## Objective 2.2 Protect Intellectual Property

The **U.S. Patent and Trademark Office (USPTO)** examines patent and trademark applications and issues patents and registers trademarks.

*Enabling Legislation.* The foundation for the U.S. Patent System was a law enacted in 1790 based on Article 1, Section 8, Clause 8 of the Constitution that gives Congress has the power to "promote the progress of science and useful arts by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries." The current trademark system is grounded in the Trademark Act of 1946, although the first American federal trademark legislation was passed in 1870. Statutes for USPTO are embodied in Titles 15 (Trademarks) and 35 (Patents) of the U.S. Code.

The American Inventors Protection Act of 1999 was signed into law (P.L. 106-113) on November 29, 1999, as part of the conference report (H. Rept. 106-479) on H.R. 3194, Consolidated Appropriations Act, Fiscal Year 2000. The text of the American Inventors Protection Act is contained in Title IV of S. 1948, the Intellectual Property and Communications Omnibus Reform Act of 1999. S. 1948 was enacted by reference in Division B of the conference report on H.R. 3194. The Act adjusted patent and trademark fees, required USPTO to conduct a study of alternative fee structures, and provided a guarantee for patent terms against excessive delay in patent application processing. It provided for the publication of patent applications 18 months after filing, with certain exceptions, and broadened the circumstances under which a patent could be reexamined. The Act also reestablished USPTO as an agency within the Department of Commerce, created two advisory committees (one for patents and one for trademarks) to watch over the agency, and granted USPTO flexibility in procurement and other administrative and managerial areas.

**Performance Goal: Strengthen intellectual property protection in the United States and abroad, making it more accessible, affordable and enforceable.**

**Performance Goal: Enhance the quality of patent products and services, transition to E-Government and optimize patent processing time.**

**Performance Goal: Enhance the quality of trademark products and services, transition to E-Government and minimize trademark-processing time.**

All forms of intellectual property protection—patents, trademarks, and copyrights—uphold the philosophy of rewarding individual effort as the best way of utilizing the talents of creators to advance public welfare. Intellectual property is a potent force in the competitive free enterprise system. By continuing to protect intellectual endeavors and encouraging technological progress, the U.S. Patent and Trademark Office seeks to preserve the United States' technological edge, which is a key to our current and future competitiveness.

For over 200 years, the basic purpose of USPTO has been to administer the patent and trademark laws of this nation. For patents, these laws



derive from the U.S. Constitution (Article 1, Section 8): "To promote the progress of science and the useful arts by securing for limited times to authors and inventors the exclusive right to their respective discoveries." The current trademark system is grounded in the Trademark Act of 1946. Under this system of protection, American business has flourished. New products have been invented and marketed, and employment opportunities created for millions of Americans.

Today Americans are operating in a global marketplace. Major advances in communication and transportation enable modern corporations to operate easily across national borders. Now, more than ever, it is imperative that U.S. intellectual property holders receive effective protection worldwide.

The primary services provided by USPTO include processing patent and trademark applications and disseminating patent and trademark information. Through the issuance of patents, we encourage technological advancement by providing incentives to invent, invest in, and disclose new technology worldwide. Through the registration of trademarks, we assist businesses in protecting their investments, promoting quality goods and services, and safeguarding consumers against confusion and deception in the marketplace. By disseminating both patent and trademark information, we promote an understanding of intellectual property protection and facilitate the development and sharing of new technologies worldwide. In 2000, USPTO expects to grant more patents and register more trademarks than ever before in its history.



With the passage of the American Inventors Protection Act of 1999, USPTO became the second performance-based organization in the federal government. The Act establishes USPTO as an agency within the Department of Commerce. The Undersecretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office carries out dual responsibilities: advising the Secretary of Commerce, the President of the United States, and the Administration on all domestic and global aspects of intellectual property, and managing and directing USPTO. The new USPTO is explicitly responsible for decisions regarding the management and administration of its operations, and has independent control of many major management functions. Patent operations and trademark operations are treated as separating operating units.

Consistent with the management flexibility provided by the Act, USPTO will issue its own strategic plan that will provide details as to how it is fulfilling its mandate as a performance-based organization.

### **External factors beyond USPTO control that could significantly affect the achievement of goals and objectives:**

- Continued diversion of USPTO's fee collections to fund new or continuing government programs.
- Business factors that foster dramatic increases or decreases in patent and trademark application filings.



**Objective 2.3**  
**Provide the Infrastructure for a Digital Economy  
and a Digital Government**

**All Commerce Bureaus**

**Performance Goals:**

- Facilitate transformation of the economy to electronic transactions
- Improve U.S. competitive advantage through global e-commerce
- Promote the availability and support new sources of advanced telecommunications information services



## Objective 2.3 Provide the Infrastructure for a Digital Economy and a Digital Government

### ALL DEPARTMENT OF COMMERCE BUREAUS

#### Performance Goal: Facilitate Transformation of the Economy to Electronic Transactions

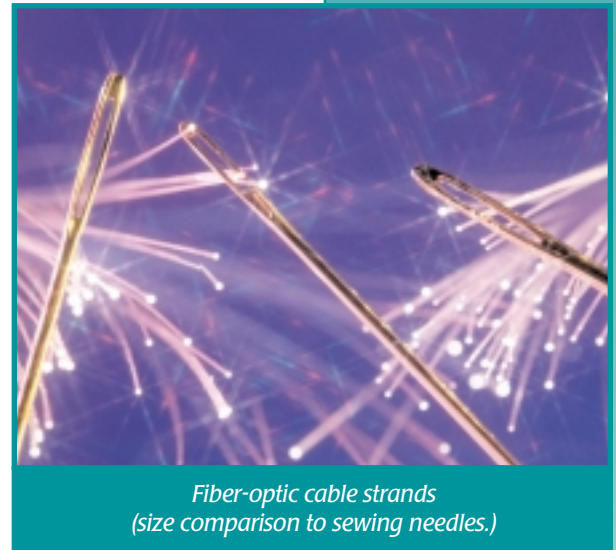
Implementation of new information technology applications is central to the New Economy and to the Department of Commerce's responsibility to maximize technology's contribution to American competitiveness. The strategy to promote e-commerce will involve all parts of the Department during FY 2000–FY 2005.

Perhaps the most remarkable aspect of the explosive growth of e-commerce transactions over the Internet has been its spontaneous, decentralized, and largely unregulated character. Internet-based business is expected to continue its exponential growth in the next five years, raising the urgency for creation of a sound legal framework to govern the process. That legal framework will necessarily have both domestic and international dimensions, and a careful balance must be struck at all levels between supporting the interests of business, consumers, and government. This is especially true in regard to the imposition of a tax or fee structure.

On a technical level, the Department will encourage the development of a robust system infrastructure of hardware and software, in all three areas of server and client use and connectivity. Full interoperability within the system is essential and will be emphasized by the Department. Achievement of the appropriate infrastructure will be best obtained through free and open competition.

As the value of e-commerce expands, the need for business and consumer confidence in the reliability, security, and integrity of e-commerce transactions will increase. The Department will advocate appropriate legal and regulatory responses to this need, but voluntary actions by businesses are expected to also be significant in generating confidence in the process.

The Department will also seek to achieve the broadest access to e-commerce technology, both domestically and internationally, and will seek to address some of the concerns raised by new Internet users. As of March 2000, there were an estimated 304 million Internet users worldwide, an increase of almost 80 percent from 1999. To many of these people, the Internet is an entirely unfamiliar technology, and privacy issues are a major concern. The Department will examine issues such as privacy, consumer protection, authentication, security, content, and intellectual property protection with the objective of advocating responsible measures to build confidence in e-commerce.



*Fiber-optic cable strands  
(size comparison to sewing needles.)*

#### **DOC Performance Measures**

*Number of studies completed to address the creation of a sound legal framework*

*Number of legislative measures introduced*

*Number of legislative measures passed*



The Department will also be an aggressive advocate for a balanced approach to the development of a sound legal framework for e-commerce. In particular, the Department will analyze and assess the policy issues surrounding such topics as electronic contracts, electronic signatures, taxation, tariffs, and jurisdiction. The Department will use its findings, particularly those that address the specific needs of business and the consumer, to support its advocacy to the Executive Branch, Congress, and international authorities.

### Performance Goal: Improve U.S. Competitive Advantage through Global E-Commerce

The Department of Commerce will leverage its expertise in telecommunications, provided primarily by the National Telecommunications and Information Administration (NTIA) with the technical support of the Technology Administration (TA), to support its responsibilities in promoting e-commerce. As the U.S. Government facilitates and oversees construction of the technological infrastructure for e-commerce, NTIA, in cooperation with other Department units, will address the policy issues underlying promotion of the new infrastructure.

NTIA will focus on policy issues related to telecommunications competition, spectrum allocation, and, in cooperation with other agencies, operational protocols such as domain names management. In addition, through the National Technical Information Service (NTIS), TA is promoting the development and application of science and technology by developing technologically advanced global e-commerce channels for dissemination of specialized information to business, industry, government, and the public. As the Department seeks to bridge the digital divide, NTIA and the Economic Development Administration (EDA) will additionally promote increased access to broadband communications in communities currently underserved by Internet technology. EDA will assist its local, state, and regional planning partners with training and in acquiring the information technology necessary to position distressed communities to compete in the new digital economy. Overseas, NTIA will work with the International Trade Administration (ITA) to open foreign markets to American telecommunications technology.

#### **NTIA and EDA Performance Measures**

*Number of studies completed to address policy issues related to telecommunications management (NTIA)*

*Number of distressed areas assisted with the utilization of broadband and information technologies (EDA).*

The International Trade Administration will focus on the trade policy and promotion aspects of electronic commerce. ITA's export promotion program has four main goals: helping small businesses use the Internet to find markets overseas; helping established U.S. information technology companies to expand overseas; helping emerging economies make the transition to the digital age; and ensuring that both the Internet and foreign markets are open and accessible. Domestically, ITA will provide exporters with desktop access to the international marketplace, through the use of electronic products and services. Internationally, ITA will develop country-specific and regional strategies tailored to each market. On the policy side, ITA is working in international forums with other Department of Commerce and government agencies to develop and advocate U.S. policy positions on a range of e-commerce issues, including privacy, consumer protection, infrastructure access, telecommunications liberalization, diffusion of information technology (IT) to



*Light Stream Technologies Signing of Memorandum of Understanding with India*

small and medium-sized exporters (SMEs), standards, IT tariff elimination, and expanded IT market access. Finally, as part of the government initiative, ITA will play a lead role in developing a government-wide export portal, an on-line source for all U.S. Government trade promotion resources.

### **Why the Performance Measure reflects ITA's Outcomes or Is a Proxy for ITA's Outcomes**

The number of clients making contacts through virtual trade shows is the most effective performance measure by which to assess the progress of this strategy. Recognizing that the Internet and other methods of electronic commerce, such as video conferencing, are excellent tools for expanding services to SMEs and increasing exports, ITA has developed an Internet site that provides a menu of virtual, video, and e-commerce solutions for U.S. companies. The menu includes E-ExpoUSA, a virtual trade show that showcases U.S. products and services in distant markets and matches interested buyers with U.S. suppliers.



**U.S. DEPARTMENT OF COMMERCE**

#### ***ITA Performance Measure***

*Number of clients making contacts through virtual trade shows*

## **NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION**

### **Performance Goal: Promote the Availability and Support New Sources of Advanced Telecommunications and Information Services**

Attaining access to broadband technology is the critical next step in the evolution of advanced telecommunications and information services. The National Telecommunications and Information Administration will seek to support the spread of this technology by participating in a joint federal and state conference, creating a wireless broadband development task force, funding broadband demonstration projects at the community level, and helping public broadcasters adopt digital technologies to improve the public broadcasting infrastructure and expand public services. NTIA helped define the U.S. positions on e-commerce and the Internet and is now advocating adoption of these positions abroad. It is also largely through NTIA's efforts that the Department of Commerce has succeeded in transferring responsibility for the management of Internet domain names to a new corporation, thereby making domain name registration competitive. Management of the .com, .net and .org domains has been transferred to the Internet Corporation for Assigned Names and Numbers (ICANN) and there is now competition among multiple registrars in those domains.



*NTIA microwave and satellite antennae receivers.*



***NTIA Performance Measure***

*Achieve legal agreements*

*Obtain agreement on  
infrastructure architecture*

*Build user confidence*

*Expand access*

*Number of models/grants  
available for nonprofit or public  
sector organizations*

*Number of technical studies for  
government and industry  
completed annually*

Under this strategy, NTIA aims to demonstrate advanced, innovative applications of telecommunications and information technology in the nonprofit and public sectors; promote domestic and international growth of e-commerce and Internet use; meet the telecommunications research needs of other federal agencies and industry through cooperative research and development; promote international acceptance of U.S. spectrum proposals; participate in International Telecommunication Union (ITU) and domestic standards development to benefit U.S. industry and user interests; and develop next-generation Internet broadband protocols.

**External factors beyond Department of Commerce control that could significantly affect the achievement of goals and objectives:**

- E-commerce is a rapidly evolving global phenomenon that is not open to control by national government.



**Strategic Goal 3**  
**Observe and Manage the Earth's Environment to Promote Sustainable Growth**

**Objective 3.1**  
**Enhance Conservation of the Natural Environment**

**Objective 3.2**  
**Improve Our Understanding and Prediction of the Natural Environment**



## Strategic Goal 3 Observe and Manage the Earth's Environment to Promote Sustainable Growth

The National Oceanic and Atmospheric Administration (NOAA) envisions a 21st century in which environmental stewardship, assessment, and prediction serve as keystones to enhancing economic prosperity and quality of life, to improving the protection of lives and property, and to strengthening the U.S. balance of trade.

### OBJECTIVE 3.1

#### **Enhance Conservation of the Natural Environment**

NOAA is responsible for promoting global environmental stewardship, with the goal of conserving and wisely managing the U.S. marine and coastal resources. Our vision is that by 2005, U.S. ocean and coastal regions will be places of healthy ecosystems. This vision includes:

- Adding to the nation's wealth and to the quality of life of millions of Americans by improving the use of fishery resources.
- Leading in the preservation of marine biodiversity by balancing the exploitation of natural resources with the management of protected species.
- Ensuring that coastal ecosystems are managed to maintain biodiversity and long-term productivity for sustained use.

### OBJECTIVE 3.2

#### **Improve Understanding and Prediction of the Natural Environment**

NOAA monitors and predicts changes in the Earth's environment in order to ensure and enhance sustainable economic opportunities. Our vision is that by 2005, the U.S. will have an integrated and reliable environmental observation, assessment, and forecasting service that will enable us to make informed decisions regarding public safety, economic development, and environmental quality. This vision will require:

- improved short-term warning and forecast services.
- reliable seasonal-to-interannual climate forecasts.
- better understanding of decadal-to-centennial environmental changes.
- modernization of navigation and positioning services through the application of new positioning and bathymetric sensing technologies.

**Objective 3.1**  
**Enhance Conservation of the Natural Environment**

**National Oceanic and Atmospheric  
Administration**

**Performance Goals:**

- Build sustainable fisheries
- Recover protected species
- Sustain healthy coasts



## Objective 3.1

### Enhance Conservation of the Natural Environment

The **National Oceanic and Atmospheric Administration (NOAA)** provides scientific, technical, and management expertise to promote safe and efficient marine navigation; assess the health of coastal and marine resources; monitor and predict coastal, ocean and global environments (including weather forecasting); and protect and manage the nation’s coastal resources.

*Enabling Legislation.* NOAA was established by the Reorganization Plan Number 4 of 1970, which became effective on October 3, 1970. The reorganization plan transferred to the Secretary of Commerce various functions relating to oceans and atmosphere, including commercial fishery functions. NOAA’s programs and activities are authorized by a number of permanent organic acts and a variety of statutes, including:

- The National Weather Service Organic Act
- The National Sea Grant College Program Act
- The Marine Mammal Protection Act
- The Endangered Species Act
- The Magnuson-Stevens Fishery Conservation and Management Act
- The Coast and Geodetic Survey Act
- The Coastal Zone Management Act
- The National Marine Sanctuaries Amendment Act

#### Performance Goal: Build Sustainable Fisheries

Our vision is to increase U.S. wealth and quality of life by developing and maintaining sustainable fisheries that provide safe seafood, support a healthy fishing industry, and provide recreational opportunities. This vision requires sound biological, economic, and social information to focus policy decisions and to prevent the sort of scientific uncertainty that fuels controversy and confusion. It includes implementation of ambitious Fishery Management Plans (FMPs) prepared by eight Congressionally established Fishery Management Councils. The FMPs will address problems of uncontrolled participation in fisheries, overcapitalization, overfishing and resource depletion, controversial allocation decisions, wasteful bycatch of nontarget species, and habitat degradation that diminishes fish population. Efforts to ensure the sustainable use of fishery resources will provide long-term economic opportunities.

To support implementation of this vision, we will maintain our existing partnerships and will institute new ones with parties affected by or interested in our living marine resources (LMRs), including Congress, Fishery Management Councils, the industry itself, and the recreational community. To ensure that our efforts are implemented and that our investment in these efforts is returned with interest over the long term, we must develop innovative approaches to mitigate the short-term costs that will be incurred during rebuilding. Our vision includes the application of new methods and solutions, such as implementation of Fisheries Ecosystem Plans as a means to enhance the scope of fishery management decisions, promotion of a growing U.S. marine aquaculture industry as a tool to

#### NOAA Performance Measures

##### Build Sustainable Fisheries

*Fewer overfished fisheries*

*Maintain sufficient essential habitat to support fish stocks*

*Increase in economic contribution of aquaculture to gross domestic product*

*Increase employment in non-capture fishing and other sector fishing communities*

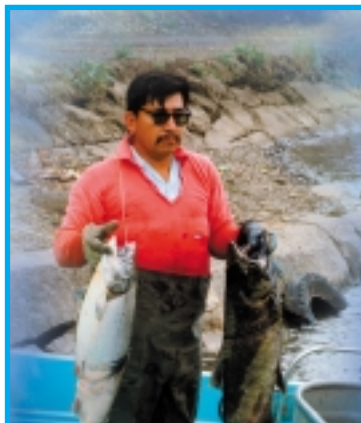


help restore depleted populations; implementation of effective international agreements to conserve and manage transboundary LMRs; and promotion of global LMR stewardship and geopolitical stability by providing technical assistance to developing countries.

Key elements supporting the transition to sustainable fisheries are the rebuilding of overexploited fish stocks, by eliminating overfishing and improving fish habitat, and improving the economics of fisheries, achievable by reducing overcapitalization. These activities will result in a more viable and competitive U.S. fishing industry, which in turn will lead to economic and social improvement in fisheries-dependent communities. Improved fisheries management and conservation will additionally enhance recreational opportunities and save lives by eliminating the dangerous and wasteful race for the fish. Development of environmentally sound aquaculture will also enable the industry to meet the increasing demand for seafood with high quality and reliable products, without contributing to the overfishing of wild populations.

Specific actions to build sustainable fisheries include the following:

- Eliminate and prevent overfishing and overcapitalization. As evidenced by the Sustainable Fisheries Act amendments, there is strong consensus among lawmakers, fishery managers, the fishing industry, the recreational community, and the public that depleted fishery resources must be restored and that healthy fisheries must be maintained and managed for greater efficiency. Fishery Management Plans aim to rebuild overfished stocks.
- Attain economic sustainability in fishing communities. The rebuilding of overfished fisheries as required under the Magnuson-Stevens Fishery Conservation and Management Act (P.L. 94-265) will initially result in lower harvest levels and therefore fewer fishing vessels and fishing-related jobs in many coastal communities. To minimize the economic impact of fisheries management decisions on such communities, the Department of Commerce is working with federal, state, and local agencies to develop a variety of mitigating programs, including loan programs, commercial fishery failure assistance, vessel and permit buyouts, and community planning.
- Develop environmentally and economically sound marine aquaculture. A growing number of wild stocks have been overfished or fully utilized. Sound marine aquaculture will enhance the nation's ability to meet the rising domestic and global demand for seafood.



*Alaskan native fisherman*



*Commercial purseine fishing vessel and catch*



**U.S. DEPARTMENT OF  
COMMERCE**



**NOAA Performance Measures**

Recover Protected Species

*Reduce the probability of extinction of endangered species*

*Reduce the probability of extinction of threatened species*

*The mortality of strategic marine mammal stocks incidental to commercial fishing operations in strategic fisheries will be at insignificant levels*

**Performance Goal: Recover Protected Species**

NOAA's strategy is to conserve marine species and recover those in danger of extinction. By 2005, we will be on the road to recovering every marine species at risk and to maintaining the healthy ecosystems upon which they depend.

Through conservation of living marine resources (LMRs), we will enhance the economic and cultural opportunities for future generations. The Marine Mammal Protection Act, the Endangered Species Act, and other legislation provide a clear indication of public support for strong efforts to conserve LMRs. NOAA's fulfillment of this strategy will enable the preservation of marine biodiversity by balancing the utilization of natural resources with the management of protected species. By recovering species and preventing the further decline of others, we will contribute to the overall health of marine ecosystems and to our understanding of those systems. Improved science will enable us to develop better long-term management and conservation strategies.

Specific actions to ensure that our national treasure of marine biodiversity will be protected and enhanced for future generations include the following:

- Prevent the extinction of protected species by reducing the commercial and recreational activities that threaten the survival of marine species and ecosystems.
- Maintain the status of healthy species by recovering protected species, preventing the further decline of other species, and improving science in order to develop better long-term conservation and management strategies.



*NOAA divers rescuing entangled Hawaiian monk seal from derelict fishing gear.*

## Performance Goal: Sustain Healthy Coasts



U.S. DEPARTMENT OF  
COMMERCE

Our vision is that by 2005, the U.S. coast will have more productive and more diverse habitats for fish and wildlife, and cleaner coastal waters for recreation and the production of seafood. Coastal communities will have thriving, sustainable economies based on well-planned development and healthy coastal ecosystems.

Our strategic plan calls for NOAA to provide information, technology, solutions, and other valuable tools to coastal resource managers at local, state, tribal, and federal levels. Our coastal activities form an integrated program of monitoring, research, assessment, restoration, information dissemination, and resource management that provides governmental and nongovernmental groups with the basis for sound decision-making and sustainable development of coastal areas. Federal–state partnerships such as the Coastal Zone Management Program, National Marine Sanctuary Program, National Estuarine Research Reserve System, and National Sea Grant College Program support this goal. Research is a critical tool that enables understanding of the way in which coastal ecosystems and society function and that increases our ability to predict the responses of ecosystems to human activities. The information that we provide allows managers and stakeholders to take appropriate action to support the sustainable use of coastal resources and to avoid costly damage. Our coastal programs are effective tools to ensure that the nation’s coastal ecosystems are managed for the long-term benefit of the public.

### NOAA Performance Measures

#### Sustain Healthy Coasts

*Number of acres of coastal habitat restored (cumulative)*

*Number of U.S. coastal regions in which the introduction and impact of nonindigenous species is reduced (total of six regions)*

*Percentage of U.S. shoreline and inland areas with improved ability to identify the extent and severity of coastal hazards*

Specific actions include the following:

- Protect, conserve, and restore coastal habitats and their biodiversity by identifying and assessing the habitat requirements of key species, by building the capability to use biodiversity as an indicator of coastal health, and by improving our understanding of habitat functions, threats, and the consequences of change to living resources.
- Promote clean coastal waters to sustain living marine resources and to ensure safe recreation, healthy seafood, and economic vitality, by increasing understanding of the factors that affect water quality and of how water quality affects ecosystem functions.
- Foster revitalized and well-planned coastal communities that sustain coastal economies, that are compatible with the natural environment, that minimize the risks from natural hazards, and that provide access to coastal resources for the public’s use and enjoyment. NOAA will work with our partners at the state, territorial, tribal, and local government levels to better understand the physical processes and cumulative impact of developments affecting coastal shorelines and the economic value of coastal resources and recreational activities.



*Florida Keys National Marine Sanctuary*



**External factors beyond NOAA’s control that could significantly affect the achievement of goals and objectives:**

- Climatic, biological, and other natural conditions, such as El Niño, may affect NOAA’s efforts to enhance environmental stewardship of the nation’s marine and coastal resources.
- National and/or local economic conditions may limit the ability of the Department of Commerce to reach certain targets for building sustainable fisheries. Many of NOAA’s coastal stewardship activities depend on contributions from multiple partners, particularly states, territories, and other federal agencies, including the Environmental Protection Agency, the Departments of Interior and Transportation, the Coast Guard, the Federal Emergency Management Agency, the National Science Foundation, and the Department of Agriculture.

**Objective 3.2**  
**Improve Our Understanding and Prediction**  
**of the Natural Environment**

**National Oceanic and Atmospheric**  
**Administration**

**Performance Goals:**

- Advance short-term warning and forecast services
- Implement seasonal-to-interannual climate forecasts
- Predict and assess decadal-to-centennial change
- Promote safe navigation

**NOAA Performance Measures**

Advance Short-Term Warning and Forecast Services

*Increase lead time (minutes) and accuracy (%), and decrease false alarm rate (%) for tornado warnings*

*Increase lead time (minutes) and accuracy (%) for flash flood warnings*

*Increase lead time (hours) of hurricane warnings*

*Increase accuracy (%) of three-day precipitation forecast*

*Increase lead time (hours) and accuracy (%) of winter storm warnings*

*Increase accuracy (%) and decrease false alarm rate (%) of critical aviation ceiling / visibility forecasts*

*Increase accuracy (%) of marine winds / waves forecasts*

**Performance Goal: Advance Short-Term Warning and Forecast Services**

Increasing our understanding of the environment through research and investing in new technologies will enable us to provide more accurate and timely weather warnings and forecasts. Improved forecasts will in turn support water resource management to help avoid flood damage. Extended forecasts of geomagnetic disturbances will assist space operations, power generation, and management of satellite communications networks. Advanced modeling techniques and more complete observations will improve hurricane tracking prediction and save millions of dollars by eliminating unnecessary evacuation costs. Accurate forecasts will provide better information for planning weather-sensitive activities over land and ocean. Expanded real-time observations and improved forecasts will also reduce losses of life and property by providing advanced warning of hazardous conditions.

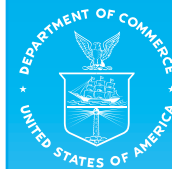
Modernization of our weather services has already paid huge dividends. A cost-benefit analysis by the National Institute of Standards and Technology estimated the economic benefits from modernization to be about eight times greater than its cost, with the country's annual benefits expected to approach \$7 billion.

Specific actions that we will take to implement this strategy include:

- Sustaining modernized weather service operations.
- Maintaining continuous operational satellite coverage for warnings and forecasts.
- Strengthening observing and prediction systems.
- Improving customer service to the public, emergency managers, the media, and the commercial weather industry.

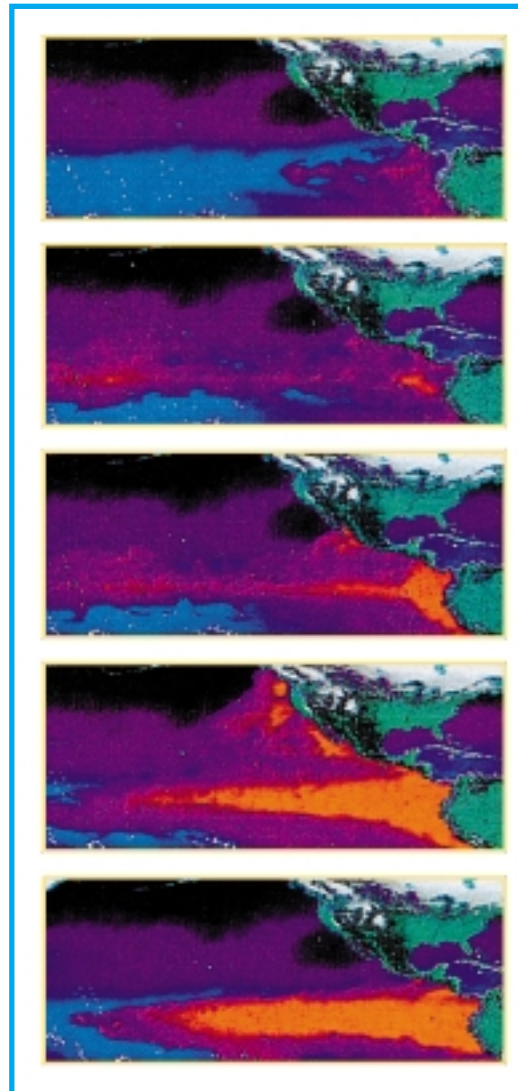


## Performance Goal: Implement Seasonal-to-Interannual Climate Forecasts



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Climate services are rapidly becoming as important as weather forecasting. We can now predict El Niño events with sufficient accuracy and lead-time to enable savings of hundreds of millions of dollars a year, both by the U.S. and by other countries. The ability to perfectly forecast El Niño Southern Oscillation (ENSO) events one year in advance, for example, would permit U.S. agriculture to reduce corn inventories by 8 percent, producing annual savings of nearly \$240 million. The Tropical Ocean Global Atmosphere (TOGA) program was designed to understand and model ENSO. A cost-benefit analysis of TOGA further indicates a real economic return on investment of at least 13 to 26 percent for U.S. agriculture alone. ENSO forecasts can potentially also improve fisheries management, as warm ENSO events have been associated with reduced marine catches. On a larger scale, a global ENSO forecast could enhance agricultural and water resources and other economic and social response planning, increasing society's ability to mitigate economic losses and social disruption.



Satellite view of El Niño/La Niña

Specific actions that we will take to implement this strategy include:

- Implementing climate prediction systems to deliver useful seasonal-to-interannual climate forecasts for the United States, and collaborating in a multinational effort to generate and use similar forecasts.
- Enhancing the global observing and data systems required to provide data for the initialization and validation of model predictions of seasonal-to-interannual climate variations.
- Investing in new processes and modeling research to improve the predictability of temperature and rainfall distribution.
- Assessing the impact of climate variability on human activity and economic potential, and improving public education so that climate forecasts are better understood and acted upon.

### NOAA Performance Measures

#### Provide Seasonal-to-Interannual Climate Forecasts

*Accuracy of El Niño Southern Oscillation (ENSO) forecasts*

*Skill score of U.S. temperature forecasts*

*New and improved data sets developed and produced (cumulative per year)*

*Percentage of Global Ocean-Atmosphere-Land System (GOALS) experiment implemented*

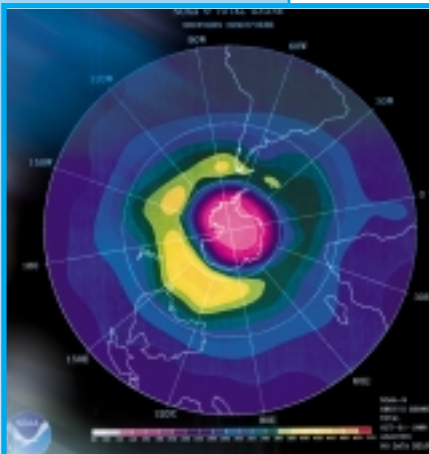
**NOAA Performance Measures**

Predict and Assess Decadal-to-Centennial Change

*Publish updated trend results of air quality measurements*

*Lead development of a peer-reviewed initial assessment of regional ozone in North America, including summarizing results for customers*

*Results of research activities cited in 2001 IPCC third assessment of climate change*



*Monitoring the ozone hole at the Amundsen-Scott South Pole Station*

## Performance Goal: Predict and Assess Decadal-to-Centennial Change

Decadal-to-centennial global projections are critical in forming decisions that may need to be addressed decades ahead of predicted changes in ozone layer depletion, air quality, and climate. More effectively anticipating the natural and human-influenced environmental changes of the approaching decades means that policy and economic decisions, trade, lifestyles, and other dimensions of our lives could be better adapted to the environment of the future. In one notable example, signatories to the Montreal Protocol have now committed themselves to eliminating the production of compounds that deplete the ozone layer. Researchers are investigating safe replacement compounds, monitoring declining atmospheric levels of ozone-depleting substances, and observing the gradual recovery of the ozone layer. NOAA research has further identified problems, such as localized high concentrations of surface ozone in rural areas that will require further investigation to determine their causes.

The cornerstones of good environmental stewardship include the provision of research results that address key scientific uncertainties, the timely dissemination of these results, and the summation of the results for government and industrial leaders in policy-relevant terms.

Specific actions that we will take to implement this strategy include:

- Characterizing the agents and processes that force decadal-to-centennial climate change.
- Understanding the role of the ocean as a reservoir of both heat and carbon dioxide in order to address a major source of uncertainty in climate models.
- Ensuring a long-term climate record by enhancing domestic and international weather networks, observation procedures, and information management systems.
- Documenting present and past changes and variations in climate to include extreme events and rapid climate changes, by exploiting information from national and international observing networks and satellites and by using paleoclimatic data.
- Guiding the rehabilitation of the ozone layer by providing a scientific basis for policy decisions regarding ozone-depleting compounds and their replacements.
- Providing the scientific basis for better air quality by improving the understanding of high surface ozone episodes in rural areas; by strengthening the monitoring network to detect cleaner air; and by improving the characterization of fine airborne particles.
- Developing models for the prediction of long-term climate change, including extreme events and rapid climate changes; performing scientific assessments; and providing information about the human influence on climate change.



## Performance Goal: Promote Safe Navigation



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New technology, including full-bottom nautical surveys, digital charting, the Global Positioning System (GPS), and real-time observations of tides and currents, promises to reduce maritime transportation risks, enhance environmental protection, and heighten the competitiveness of the U.S. shipping industry. Each additional inch of clearance for a deep-draft container ship, for example, can translate into tens of thousands of dollars worth of additional cargo. New technologies will result in more thorough and more accurate surveys of the ocean floor, and will tell the mariner the ship's precise position relative to charted obstacles as well as its depth and underkeel clearance. These technologies also will support the needs of coastal zone planners, regulatory officials, and researchers as they work to ensure the safe, sustainable, and efficient development of our coastal and ocean resources.

Specific actions that we will take to implement this strategy include:

- Updating nautical surveys of U.S. coastal areas using full-bottom coverage technologies.
- Defining the national shoreline in an accurate and consistent manner using state-of-the-art technology, to serve U.S. navigational and coastal managers.
- Providing mariners with real-time observations of water levels, tides and currents, and weather conditions in ports.
- Building, maintaining, and delivering a digital nautical charting database to underpin new electronic navigation systems that use satellite positioning, tidal heights and currents, radar and sonar, and navigational aids.
- Continuing to develop the National Spatial Reference System to anticipate and fulfill the growing demand for the more accurate and timely positioning services that are critical to digital mapping, charting, and surveying.

### External factors beyond NOAA's control that could significantly affect the achievement of goals and objectives:

- Improving our understanding of the natural environment requires advanced infrastructure and therefore a continuous investment in new technology such as supercomputers and environmental satellites.
- We rely on our partners in the media, the private sector, and the state and local emergency management community to disseminate weather warnings.

### NOAA Performance Measures

#### Promote Safe Navigation

*Percentage reduction of critical area survey backlog (cumulative reduction)*

*Percentage completed of National Spatial Reference System (cumulative complete)*



NOAA hydrographic survey vessel,  
homeport, Norfolk, VA



## Management Integration Goal: Strengthen Management at All Levels

**Objective:** Promote Efficient and Effective Resources Management

**Performance Goal A:** Acquire and Manage the Fiscal and Related Resources Necessary to Support Program Goals

**Performance Goal B:** Acquire, Manage, and Develop a Diverse, Skilled, and Flexible Staff, Using Information Technology as an Essential Tool

**Performance Goal C:** Acquire and Manage the Technology and Related Resources to Support Program Goals

This second Department of Commerce Strategic Plan reflects significant progress on a number of issues since the initial Plan was issued:

- In the financial management area, as a Department, we received clean opinions for FY 1999 on all of our financial statements, and we reduced by two-thirds our Material Weaknesses and Reportable Conditions over the three-year period from FY 1996 through FY 1999. We are compliant with the requirements of the CFO Act. We are in the process of implementing an integrated financial system in compliance with the Federal Managers' Financial Integrity Act (FMFIA).
- We have realigned our information technology resources to maximize our return on investment, and have brought in Chief Information Officers (CIOs) for the Department and its bureaus. We attained full Y2K compliance before the critical date.
- We have improved accountability within our security functions by developing a new system that allows for tracking documents more closely, and we have reduced the number of staff security clearances by 40 percent.
- We continue to improve, through effective contracting strategies, the ability of our acquisition personnel to meet the Department's program objectives. We have also implemented initiatives to strengthen our Small Business Program and to enhance prime and subcontracting opportunities for small, businesses owned by minorities, women, and people with disabilities.
- We are developing the fiscal and related resources necessary to manage human capital as a strategic asset. We need to ensure the continuity of leadership and professional staff at a time when "baby boomer" leadership and professional staff are retiring at accelerating rates. These fiscal and related resources will be used to more effectively and efficiently recruit talent, develop, and retain diverse and skilled leaders and professional staff within the Department. In a robust economy, these fiscal and related resources are critical to establishing effective and efficient resource management programs within the Department.



- We recognize that the make-up of our nation is changing at the same time as new trading nations are emerging and global competition is rapidly evolving. In the near future, it is projected that minorities will soon become the majority in the U.S. workforce. More than half of global commercial Internet sites are not in English, and the proportion of non-English sites is projected to increase. In response to these facts, the Department of Commerce is exploring ways to develop the diversity of skills and roles that it will need in the future. Special consideration will be given to fiscal (and related resources) planning to support each Departmental agency and bureau as it competes for and develops new talent in what has become an increasingly aggressive climate of public and private sector demand for skilled workers.

These concerns are used as focal points in this portion of the Department's strategic plan, and provide the objectives supporting the drive toward our goal of strengthening management.

### **Performance Goal A: Acquire and Manage the Fiscal and Related Resources Necessary to Support Program Goals**

The purpose of this strategy is to ensure that the Department of Commerce does business as successfully as possible with the public and with its partner agencies, both as a \$5 billion, worldwide enterprise and as an integrated set of individual programs. This clearly includes an ambitious range of activities:

- Ensure that we include a clear customer service strategy in our programs and that we achieve excellence in customer satisfaction.
- Ensure that we adopt and use effective financial controls to manage resources according to best practice standards.
- Ensure that resources are used in accordance with the laws governing the Department's mission and that they are protected from fraud, waste, and mismanagement.
- Use government-wide acquisition performance measures and technology to improve the quality and effectiveness of the Department's acquisition workforce.
- Manage facilities efficiently and reduce energy consumption.
- Ensure security for Department visitors, staff, facilities, resources, and information.
- Use an integrated budget, acquisition, and information technology planning process to increase the proportion of small, businesses owned by minorities, women, and people with disabilities in the Department's acquisitions.
- Use an integrated budget, human resource acquisition and development, and information technology planning process to enhance the Department's diversity standards and to meet Departmental goals of increasing the proportion of minority and physically challenged professional staff and leaders during a period of anticipated internal staff

#### ***Management Performance Measures***

##### Financial Management

*Maintain 100 percent funds covered by clean audits*

##### Energy and Space Usage

*Reduce energy costs per square foot*

##### Security Profile

*Provide more information and staff protected from risk/disaster*

##### Grants and Contracts

*Increase grants and contracts to Minority Serving Institutions*

*Increase use of credit card purchasing*

*Increase contract dollars awarded to small, minority-owned, and women-owned firms*

##### Customer Satisfaction

*Increase the number of customers responding "fully satisfied" in our surveys*



turnover. This process will include obtaining the necessary fiscal and related resources for improved diversity data collection and reporting on the provision of program services and on hiring and recruitment within the Department.

- Ensure that grants and contracts are awarded in ways that are consistent with best practice standards, including those of diversity.

**External factors beyond Department of Commerce control that could significantly affect the achievement of goals and objectives:**

- Customers of the Department are diverse and often have a broad array of needs and expectations that cannot be adequately addressed by a universal approach.
- A rapidly changing economy and technology advances present special challenges to small companies.
- Continually increasing demands for greater productivity and more services, against a backdrop of limited federal funds.
- An aging physical plant, which requires modernization in order to meet our technical and scientific demands as well as to ensure the safety of our staff, information, and customers.

**Performance Goal B: Acquire, Manage, and Develop a Diverse, Skilled, and Flexible Staff, Using Information Technology as an Essential Tool**

In the near future, and certainly within the period covered by this Strategic Plan, the Department of Commerce and other federal agencies will face a very real and far-reaching change in the composition of their workforce, as members of the post-World War II baby boom generation begin to retire: fully 67 percent of the Department's Senior Executive Service staff and 26 percent of its general workforce will be eligible for retirement during this period. This will clearly produce an unprecedented human capital drain on our institutional memory, on our capacity to provide mature leadership to the next generation of Department employees, and thus on our capacity to serve the public and meet our customers' needs. We must ensure that the Department continues to reflect the diversity of the American population and increasing global competitiveness and partnering.

**Management Performance Measures**

*Planning and Innovation*

*Increase effectiveness of HR transaction delivery strategy and system*

*Increase capacity for data analysis, simulation, modeling, job design, and competency development*

*Increase the number of management reports available to support decision-making and resources allocation*

*Increase development of innovative approaches to hiring*



We must recruit, develop, retain, and promote professionals who have the skills to move our programs ahead and who are fully representative of a changing America. We must make the best use of information technology to enable quick and effective hiring, to take advantage of online venues, and to identify and act on emerging trends in the employment arena.

These are the actions that we will undertake:

- Develop innovative hiring approaches, within statutory and regulatory parameters.
- Nurture relationships with universities and other learning organizations, including those with diverse student populations, as part of a comprehensive recruitment plan.
- Partner with universities and other learning organizations to develop Department-specific curricula.
- Identify and develop high-potential employees at all levels.
- Strengthen leadership capabilities through systematic development and mobility.
- Develop employee-oriented programs to enhance the workplace culture and increase the retention of employees working collaboratively with employee organizations.
- Identify diversity underrepresentation in critical professional series to help target recruitment and retention priorities.
- Use a systems approach to information technology.

**External Factors beyond Department of Commerce control that could significantly affect the achievement of goals and objectives:**

- A large portion of the workforce approaching retirement age.
- The growing technological orientation of our work means we are increasing our engagement in a highly competitive marketplace for individuals with skills in science, technology, and related fields.
- Increasing diversity in the American workforce.
- Need to attract new workers to the public sector, which has been portrayed as unattractive and lacking the flexibility sought by new professionals.

Much of our work involves collaboration across bureaus and with federal, state, and local governments. Department employees are to be encouraged and rewarded for actively participating in activities that we can influence, even though these activities are often beyond our direct control. These crosscutting activities involve collaboration and risk and need to be acknowledged and rewarded (see Appendix A).

**Management Performance Measures**

Workforce Replacement and Intake

*Increase the information available to organizations by which they can measure the hiring and retention of their human capital*

*Increase recruitment opportunities through partnerships with learning organizations, including those with diverse student populations*

**Management Performance Measures**

Organizational Culture and Work/Life Support

*Increase capacity for analysis of organizational cultures*

*Increase motivational value of performance management system, including incentives*

*Increase application of employee-oriented programs to enhance workplace culture and employee satisfaction*

*Increase number and scope of developmental programs to meet individual and organizational needs*



**Management Performance Measures**

Telecommunications Use

*Increase the amount of goods and services provided via electronic means*

*Increase the acquisition and application of shared technology (e.g., fiber-optic backbones)*

Technology Grants

*Increase the economic contribution of grants*

Federal Policy Leadership

*Increase the number of government-wide technology policy leadership functions by the Secretary*

Customer Satisfaction

*Increase the number of customer surveys, and the number of customers responding "fully satisfied" in those surveys*

## Performance Goal C: Acquire and Manage the Technology Resources to Support Program Goals

The purpose of this strategy is to ensure that the effective use of information technology and other forms of technology receive prominent attention in this strategic plan.

These are the actions that we will undertake:

- Ensure efficient and customer-friendly use of information technology (IT) resources, and ensure the increasing integration of IT applications in program management and service delivery.
- Ensure that the Department's IT laboratory and related resources continue to make major technological advances.
- Resolve information security weaknesses.

**External factors beyond Department of Commerce control that could significantly affect the achievement of goals and objectives:**

- The rapidly changing information technology environment, including changes in hardware, software, applications, Internet use, and the user community.

## Management Challenges

The Department of Commerce faces a number of key challenges. We view the following as among the most significant, for their importance to our mission or to the nation's well-being; for their complexity; for their cost; or for the urgency of their need for management improvements:

### **Improving the Nation's Statistical Infrastructure**

Spearheaded by the Bureau of Economic Analysis (BEA), this plan aims to improve the quality and timeliness of the information we deliver to businesses and policymakers and to provide an accurate measure of the effect of technology on the economy.

### **Implementation of the Commerce Administrative Management System**

Implementation of the Federal Managers Financial Integrity Act (FMFIA) is critical as we seek to achieve full FMFIA compliance and to realize our goal of a single integrated financial management system capable of providing timely, complete, and reliable information. We have made much progress in this endeavor, but full implementation is proving to be a challenge as we are continually required to revise our strategies and timetables.

### **Financial Stability of the National Technical Information Service**

To ensure continued fulfillment of the National Technical Information Service (NTIS) vital role in information collection and dissemination and the agencies continued financial stability, the Department will review the findings of the General Accounting Office and the National Commission on Libraries and Information Sciences and determine the best course of action for the NTIS over the next five years.

### **Government Performance and Results Act**

Although we made much progress toward GPRA compliance in FY 2000, much more remains to be done in this evolving process. Specifically, we are strengthening our data validation and verification processes to ensure that performance information is based on reliable and accurate data. We are developing an automated system for tracking performance measures. The system will provide a management tool for Departmental bureaus and the Office of Secretary to use in tracking bureau performance, and an information-handling device that will greatly streamline the production of the Annual Performance Plan and Annual Program Performance Report. The system will be Internet-based, so that it can be accessed easily.



U.S. DEPARTMENT OF  
COMMERCE



## Valuing the Dynamics of Diversity

The Department plans to continue its efforts to champion diversity, both within the Department and in serving its customers. Plans relating to this effort include building capacity through continuing partnerships with institutions that serve minority groups, promoting and making use of welfare-to-work programs, pursuing an Hispanic employment initiative, working collaboratively with employee organizations, supporting the individual development planning process as a tool for building personal skills and fostering organizational development and flexibility, developing a Department-wide mid-level management development program and maintaining and improving the current SES candidate development program, and improving our Department Diversity Council.

## USPTO Challenges: Space Requirements and Financing

On June 1, 2000, the U.S. General Services Administration (GSA) signed a lease award to LCOR Alexandria, L.L.C. for the U.S. Patent and Trademark Office (USPTO) space consolidation project. GSA awarded the lease after U.S. District Court Judge Sullivan dismissed a lawsuit filed by The Charles E. Smith Companies and three Alexandria citizens alleging that GSA had failed to comply with the National Environmental Policy Act in selecting USPTO's new location. As a result of the lease signing, occupancy of the new headquarters in Alexandria is now scheduled to begin in late 2003, with all employees expected to be relocated by 2004. GSA and USPTO are working with LCOR to establish the project development schedule, which includes a groundbreaking ceremony anticipated to occur during the latter part of 2000.





# APPENDIX A: CROSSCUTTING ACTIVITIES (BY STRATEGIC GOAL, OBJECTIVE, AND PERFORMANCE GOAL BY BUREAU) BETWEEN THE DEPARTMENT OF COMMERCE AND OTHER FEDERAL AGENCIES

## **Strategic Goal 1: Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably**

### **Objective 1.1: Provide the Infrastructure to Enable the Participation of All Americans in the New Economy**

Performance Goal: Promote competition within the telecommunications sector and promote universal access to telecommunications services for all Americans (NTIA)

#### **National Telecommunications and Information Administration (NTIA) Crosscutting Activities**

##### ***Intra-DOC***

The National Telecommunications and Information Administration (NTIA) supports the Secretary of Commerce in a broad range of policy issues. NTIA works with the International Trade Administration on international trade promotion activities.

##### ***Other Government Agencies***

NTIA coordinates with the White House, including the Office of the Vice President, and participates in working groups with other federal agencies on issues that cross jurisdictional boundaries.

Performance Goal: Promote exports by small and medium-sized enterprises (ITA)

Performance Goal: Increase U.S. exports by implementing the National Export Strategy through government-wide coordination of trade promotion and trade finance programs (ITA)

#### **International Trade Administration (ITA) Crosscutting Activities**

##### ***Intra-DOC***

The International Trade Administration (ITA) works with the following Department of Commerce agencies on crosscutting activities:

- The **National Institute of Standards and Technology (NIST)**, to (1) coordinate technology commercialization efforts with the Manufacturing Extension Program; (2) coordinate efforts to help small business exporters export new technology and to execute a cooperative agreement to provide standards attaches; and (3) coordinate elements of the environmental technologies export initiative with NIST's technology development and commercialization programs.



- The **Minority Business Development Agency**, to craft and implement the Urban Export Initiative for minority-owned businesses.
- The **Office of the General Counsel**, on guidance for interpreting existing agreements, defining the rights of U.S. firms and workers under U.S. and international trade law, and in negotiating future bilateral and multilateral agreements.
- The **Census Bureau**, to fund reimbursable agreements to produce customized statistics and to collaborate on the development of methodologies to generate data on services exports.
- The **National Oceanic and Atmospheric Administration**, to coordinate elements of the Environmental Technologies Initiative with NOAA's environmental programs.

#### ***Other Government Agencies***

ITA works with the following non-Department of Commerce government agencies on crosscutting activities:

- The **Small Business Administration (SBA)**, sharing clients to provide complementary counseling services.
- The **Export–Import Bank**, sharing clients and providing complementary counseling services.
- **State/Local Government Agencies**, sharing clients and providing complementary counseling services.
- **Local Chambers of Commerce**, sharing clients and providing complementary counseling services.
- The **Department of Energy**. The DOE provides industry expertise for U.S. and Foreign Commercial Service (US&FCS) trade events.
- The **Department of Defense/U.S. Air Force**. The Air Force provides industry expertise for ITA trade events involving aircraft sales (e.g., the Paris Air Show).
- The **Department of Transportation**. DOT provides industry expertise for US&FCS trade events.
- The **Department of Education**. The Department of Education provides industry expertise for US&FCS trade events.
- The **Department of State**. The Department of State's Economic Officers assist with market research projects in countries where US&FCS does not maintain staff.
- The **Department of Agriculture (USDA)**. USDA provides grant assistance for US&FCS export counseling in rural areas.
- The **Bureau of Indian Affairs**. BIA provides industry expertise for ITA tourism development efforts.



- **The U.S. Agency for International Development (USAID).** USAID provides grant assistance for various overseas projects, such as the American Business Centers in Russia.
- **The Trade Promotion Coordinating Committee (TPCC).** ITA coordinates implementation of the Environmental Technologies Initiative with the Environmental Trade Working Group of the TPCC.
- **The U.S. Trade Representative (USTR).** In support of the USTR, ITA monitors and reports on foreign developments affecting the formulation of U.S. trade policy.

Performance Goal: Support job creation and private enterprise in economically distressed communities. (EDA)

Performance Goal: Build local capacity to achieve and sustain economic growth. (EDA)

### **Economic Development Administration (EDA) Crosscutting Activities**

#### ***Intra-DOC***

The Economic Development Administration (EDA) works with the following Department of Commerce agencies on crosscutting activities:

- **The Technology Administration / National Institute of Standards and Technology (TA/NIST),** on technology policy and the Manufacturing Extension Partnership (MEP).
- **The National Telecommunications and Information Administration,** on telecommunications and information infrastructure grants.
- **The Minority Business Development Agency,** on business assistance services.
- **The National Oceanic and Atmospheric Administration,** on natural disaster reduction, sustainable development, and recovery from natural resource depletion.

#### ***Other Government Agencies***

EDA works with the following non-Department of Commerce government agencies on economic development:

- **U.S. Department of Agriculture (USDA) Rural Development/Rural Utilities Service (RD/RUS),** on community facilities and intermediary lending programs and supplemental funding for projects in distressed rural areas.
- **U.S. Department of Transportation Federal Highways Administration (FHA) and the Federal Aviation Administration (FAA),** to coordinate development projects in close proximity to federal highways and FAA-controlled airports.



- **Appalachian Regional Commission (ARC)**, on community economic development in the 13-state ARC service area.
- **Federal Emergency Management Agency (FEMA)**, disaster response, recovery and mitigation.

EDA works with the following government agency on environmental issues:

- **Environmental Protection Agency (EPA)**, on brownfields redevelopment and air quality. EDA was the first agency to partner with EPA on brownfields redevelopment.
- **Department of Defense (DOD)**, defense adjustment and base reuse.

Performance Goal: Improve opportunities for minority-owned businesses to have access to the marketplace. (MBDA)

Performance Goal: Improve opportunities for minority-owned businesses to pursue financing (MBDA)

### **Minority Business Development Administration (MBDA) Crosscutting Activities**

#### ***Intra-DOC***

The Minority Business Development Agency (MBDA) works with the following Department of Commerce agencies on crosscutting activities:

- The **International Trade Administration**, to ensure that minority-owned businesses are included in Department trade missions and other international trade opportunities, and that they have access to the M&TA services of the Export Assistance Centers.
- The **National Institute of Standards and Technology** and the **National Oceanic and Atmospheric Administration**, to include minority-owned businesses in programs involving new and emerging technology such as aquaculture and manufacturing technology, and to ensure that they have access to the M&TA services of the Manufacturing Extension Program Centers.
- The **Census Bureau**, to expand annual surveys of minority-owned businesses and to conduct research on the emerging minority marketplace in order to provide market information about this fastest-growing consumer segment.
- The **Economic Development Administration**, to move minority-owned businesses into its high-technology business incubators.

#### ***Other Government Agencies***

MBDA works with the following non-Department of Commerce government agencies on crosscutting activities:



- The **Small Business Administration**, to assure that minority-owned small businesses benefit from the management and technical assistance services already offered by MBDA to other businesses.
- The **Export-Import Bank**, to ensure that minority-owned businesses have access to export financing and export markets.
- The **U.S. Agency for International Development**, on referral of trade opportunities to ensure that minority businesses have access to export markets.

### **Objective 1.2: Promote Responsible Economic Growth and Trade while Protecting American Security**

Performance Goal: By use of a dual-use export control system that continuously is refined to respond to changing requirements, transactions that are contrary to U.S. security interests are deterred and transactions without proliferation potential are facilitated (BXA)

Performance Goal: The United States is in full compliance with the Chemical Weapons Convention (CWC) and all confidential business information of U.S. companies subject to inspection under the CWC is effectively protected (BXA)

Performance Goal: The U.S. defense industrial base is healthy and competitive (BXA)

Performance Goal: Violations of dual-use export control laws are identified and violators are sanctioned (BXA)

Performance Goal: Export controls of key nations are strong and effective (BXA)

Performance Goal: The nation's various independent and interdependent infrastructure components are secured in accord with an integrated plan (BXA)

### **Bureau of Export Administration (BXA) Crosscutting Activities**

#### ***Intra-DOC***

- The Bureau of Export Administration (BXA) works with the Chief Counsel for Export Administration on administrative cases developed by BXA's Export Enforcement unit including its Office of Antiboycott Compliance.
- BXA works closely with the International Trade Administration, and all other Departmental units with a relevant interest, to ensure the thorough review of all Committee on Foreign Investment in the United States (CFIUS) cases as well as coordinate CFIUS issues.
- BXA works with the International Trade Administration's U.S. and Foreign Commercial Service offices located around the world to coordinate work associated with planning and conducting export control seminars and conducting pre- and post- shipment export license reviews.



- BXA has a full time Export Administration Specialist dedicated to working in the Commerce Public Information Office located in the Reagan International Trade Center. The Specialist operates as an export counselor providing information in response to walk-in or telephone inquiries. BXA is one of eight Commerce agencies represented in the Reagan International Trade Center.
- BXA works with the Census Bureau on seminars and data sharing.
- BXA coordinates with the Bureau of the Census to ensure the quality of shared Shipper's Export Declaration (SED) data. BXA is also working closely with Census on the Automated Export System, a joint venture with other U.S. Government agencies, which allows SED data to be submitted electronically by the exporter.
- BXA works with the National Telecommunications and Information Administration (NTIA) to assist NTIA in its capacity as lead agency for the Information and Communication sector of the national infrastructure.
- BXA works with the Departmental Chief Information Office in activities relating to determining the dependencies and interdependencies of systems within other Federal agencies.
- The International Trade Administration, including its U.S. and Foreign Commercial Service, and the Chief Counsel for Export Administration make invaluable contributions of their expertise, knowledge, and abilities to the BXA's program to assist key nations to establish strong, effective export controls.

### ***Other Government Agencies***

The international export control system represents the integration of the interests of several distinct interest groups. Each makes a unique contribution to the system. The groups are:

- Governments of nations that administer and enforce internationally agreed-upon standards.
- Industries of nations that produce items and technologies requiring control.
- Multilateral control regimes that establish the standards and norms implemented by individual nations.
- Various nongovernment and academic organizations of individual nations.
- **The Departments of State, Defense, Energy, Treasury, and Justice:** BXA works with these Executive branch organizations to develop and implement U.S. export control policy and programs, including developing encryption policy, high performance computer control policy, implementing sanctions, and participating in multilateral regimes such as the Missile Technology Control Regime, CWC and Wassenaar Arrangement. BXA also coordinates intelligence and enforcement operations with these agencies.



- The **U.S. Customs Service and the Nonproliferation Center**: BXA coordinates with these agencies on export control cooperation technical exchanges and activities with other nations. .
- The **Departments of State, Defense, Energy , Justice, and U.S. Customs**, and the **Federal Bureau of Investigation (FBI)**: BXA works with these agencies to coordinate assessment of the international export control system and to prioritize, design, and fund programs in which interagency resources are focused on specific national and regional issues.
- The **U.S. Customs Service, FBI, Postal Service**, the **Departments of Justice and State**, and the **Intelligence Community**: BXA works with these agencies on matters involving law enforcement cooperation, development of leads, intelligence coordination, implementation of export control policy, and coordination regarding issues such as export license investigations and fastener quality. Field offices and headquarters participate in interagency working groups with the FBI and the Postal Service, and BXA shares data with the Customs Service via the Treasury Enforcement Computer System (TEC).
- The **Department of Energy (DOE)**: BXA participates in an interagency review of foreign participation in DOE-sponsored Research and Development Agreements. DOE is partnered with BXA in promoting the reuse of surplus manufacturing equipment at former U.S. military bases.
- The **Departments of Labor, State, and Treasury**, and the **U.S. Trade Representative (USTR)**: Representatives from these departments participate in an interagency group chaired by BXA which prepares the annual report, *Offsets in Defense Trade*, for Congress.
- The **Department of Defense (DOD)**: BXA works closely with DOD in providing support for U.S. industry competing for international defense procurement opportunities.
- The **Department of State**: BXA participates in the State-chaired Conventional Arms Transfer Committee and co-chairs the Market Impact Committee, an interagency advisory committee to the Defense Department's Material Defense Stockpile.
- The **U.S. Trade Representative (USTR)**: BXA is part of a USTR-led interagency team that is developing and implementing the U.S.–European Union Transatlantic Economic Partnership.
- BXA monitors certain forms of technology transfer as part of its overall responsibilities for the defense industrial base. Among these responsibilities are participating in the *Treasury Department*-chaired *Committee on Foreign Investment in the United States (CFIUS)*.



- BXA operates as, in effect, an inter-agency planning office to support the *National Security Council* in coordinating U.S. Government programs designed to protect the Nation's critical infrastructures.
- Through the *Federal Critical Infrastructure Coordinating Group*, BXA provides the central focal point for all agencies engaged in developing a national plan for protecting the Nation's critical and interdependent infrastructures.
- Through various Memoranda of Agreement and assignment of detailees from other agencies, BXA is working with various Federal agencies (e.g., the *Departments of Treasury, Health and Human Services, Energy, and the Social Security Administration*) to identify the dependencies and interdependencies within and among their internal critical modes.
- Through ongoing interactions with the *FBI's National Infrastructure Protection Center (NIPC)*, *GSA's FedCIRC* program, and efforts elsewhere in the government, BXA is coordinating its role with those of other agencies. Generally, BXA provides a focus for inter-agency planning; other entities have a variety of operational responsibilities in preventing, responding to, or managing the consequences of critical infrastructure protection-related attacks.

#### **Government/Private Sector**

- Through its partnerships with the U.S. Chamber of Commerce, the Institute of Internal Auditors (IIA), and other professional groups, BXA is engaged with the private sector to strengthen and solidify their involvement in developing, and subsequently implementing, the National Critical Infrastructure Protection Plan.
- Through various state bar associations, BXA is working to engage the legal community in assessing the legal ramifications of infrastructure vulnerabilities and protections.
- Through a Joint Project Agreement with James Madison University, BXA supported the National Colloquium for Information Systems Security Education (NCISSE) to encourage educational institutions to incorporate appropriate information systems security courses in their curricula. BXA has also worked extensively with the *Chief Information Officers Council, Office of Personnel Management and other agencies* to promote better security practices.
- BXA consults with the President's Export Council Subcommittee on Export Administration (PECSEA), a senior level advisory committee whose members are appointed by the Secretary of Commerce to advise the U.S. Government on matters and issues pertinent to implementation of the provisions of the Export Administration Act (EAA) and the Export Administration Regulations (EAR), as amended, and related statutes and regulations. These issues relate to U.S. export controls as mandated by law for national security, foreign policy, non-proliferation, and short supply reasons.
- BXA consults with the President's Export Council Subcommittee on Encryption (PECSENC), a senior level advisory committee whose members are appointed by the Secretary of Commerce to advise the U.S. Government on matters pertinent to United States policies regarding commercial encryption products.





- Technical Advisory Committees (TAC) are mandated by the Export Administration Act (EAA) to advise the Department of Commerce and other agencies on technical issues related to export control regulations and policy.

Performance Goal: Minimize the effects of crises by preparing the U.S. telecommunications and information infrastructure to operate under extreme conditions (NTIA)

Performance Goal: Ensure allocation of radio spectrum—a scarce natural resource essential to all communications—provides the greatest benefit to all people (NTIA)

Performance Goal: Improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements (ITA)

## **International Trade Administration (ITA) Crosscutting Activities**

### ***Intra-DOC***

- The International Trade Administration (ITA) works with the **Office of the General Counsel** on guidance for interpretation of existing agreements, defining the rights of U.S. firms and workers under U.S. and international trade law, and in negotiations for future bilateral/multilateral agreements.

### ***Other Government Agencies***

ITA works with the following non-Department of Commerce agencies on crosscutting activities:

- The **U.S. Trade Representative (USTR)**: ITA works with the USTR to develop strategies for solving market access disputes, and participates with USTR in major trade negotiations. ITA and the USTR jointly administer the Industry Consultations program, consisting of 20 trade advisory committees, which provides input to the government on trade policy issues. The Import Administration (IA) works closely with U.S. industry to analyze potential subsidy practices that might violate the subsidies agreement of the Uruguay Round Agreement Act of 1994 (URAA) and cause harm to U.S. industry. Based upon this analysis, IA prepares a recommendation that the USTR take action before the World Trade Organization (WTO). IA and the USTR issue a joint annual report to Congress on their subsidies enforcement activities. Market Access and Compliance (MAC) also supports trade policy initiatives initiated by the USTR, frequently providing the bulk of the analysis, expertise, and staff support needed to achieve negotiating objectives.
- The **International Trade Commission (ITC)**: In an antidumping (AD) or countervailing duty (CVD) case, IA conducts the investigation and ITC concurrently conducts the industry injury investigation. If both IA's and ITC's investigations result in affirmative determinations, then IA issues an AD/CVD order to the U.S. Customs Service, which results in a tariff rate adjustment.



- The **U.S. Customs Service**: Because the AD/CVD law requires collection of offsetting duties at the time merchandise enters the country, IA communicates regularly with Customs to ensure the prompt and accurate implementation of IA's decisions. Customs then collects cash deposits and final duty assessments. IA responds to inquiries from Customs headquarters and port offices regarding the scope and potential evasion of AD/CVD orders, as well as other enforcement concerns.
- The **Department of the Treasury**: IA works closely with Treasury to monitor subsidy-related commitments contained in International Monetary Fund (IMF) stabilization packages.
- The **Department of State**: In AD/CVD proceedings, IA verifies information provided by foreign governments and companies in those countries. IA works closely with the Department of State to obtain country clearances, arrange meetings, and make necessary trip arrangements. In addition, IA works with State to obtain pertinent information on subsidy enforcement issues. MAC works on a daily basis with the State Department, U.S. embassies abroad—including State Department Economic Officers—and U.S. and Foreign Commercial officers to implement strategies for removal of foreign trade barriers to U.S. exports.
- The **Department of Justice**: IA, in conjunction with the Office of the General Counsel, works with the Department of Justice's attorneys on pending AD/CVD litigation before the Court of International Trade and the Court of Appeals for the Federal Circuit.

#### ***Government/Private Sector***

The President's Export Council, chaired by the Secretary of Commerce, advises the President on trade policy issues. Its membership includes 28 CEOs of private sector companies, senior officials of eight federal agencies (Commerce, State, Treasury, Labor, Agriculture, Small Business Administration, Export-Import Bank, and USTR) and 10 Congressional representatives.

#### **Objective 1.3: Support Effective Decision-Making of Policymakers, Businesses, and the American public**

Performance Goal: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making (ESA)

Performance Goal: Define, through consultations, policy assessment, planning, research, experiments, and evaluations, the plan for the 2010 Census (ESA)

#### **Bureau of Economic Analysis (BEA) and Census Bureau Crosscutting Activities**

##### ***Other Government Agencies***

The Bureau of Economic Analysis (BEA) and Census Bureau work with the following government agencies on crosscutting activities:



- The **Census Bureau**, the **Bureau of Labor Statistics (BLS)**, and the **Internal Revenue Service (IRS)**: BEA works closely with its source data agencies, including Census, BLS, and the IRS, to make them aware of BEA's data needs and to encourage their cooperation in meeting those needs. In addition, BEA obtains source data from most government agencies that produce statistics.
- The **Interagency Council on Statistical Policy**: Under the auspices of the Office of Management and Budget, BEA and Census are major participants in the Interagency Council on Statistical Policy, which works to improve the collaborative activities of federal statistical agencies. Activities of the council have led to standardization of data and concepts, transfers of technology, methodology exchange, collaborative research, process improvement, improved customer service, reduced respondent burden, and infrastructure sharing.
- The **Census Bureau** and the **Bureau of Labor Statistics (BLS)**: Scheduling of BEA's releases is based on the availability of source data provided by other agencies, including the Census Bureau and BLS.
- Additionally, Census participates in numerous nonstatistical federal agency activities, such as being a data supplier, a survey collection resource, and an advisory and research resource.

Performance Goal: Build local capacity to achieve and sustain economic growth. (EDA)

### **Economic Development Administration (EDA) Crosscutting Activities**

#### ***Intra-DOC***

The Economic Development Administration (EDA) works with the following Department of Commerce agencies on crosscutting activities:

- The **Technology Administration / National Institute of Standards and Technology (TA/NIST)**, on the Manufacturing Extension Partnership (MEP).
- The **National Oceanic and Atmosphere Administration (NOAA)**, on coordination and planning for natural disaster reduction; sustainable development, and recovery from natural resource depletion.
- The **Minority Business Development Agency (MBDA)**, on Business Assistance Centers and minority-serving institutions.



### **Other Government Agencies**

EDA works with the following non-Department of Commerce agencies on crosscutting activities:

- The **Appalachian Regional Commission (ARC)**, on economic development planning in the 13-state ARC service area.
- **Indian and Alaskan Native Village Economic Development** (the White House Conference on Building Economic Self-Determination in Indian Communities): EDA will work with other departments to study the technology infrastructure needs of Indian communities and to develop a strategic plan for coordinating economic development activities for Native American and Alaska Native communities.

### **Strategic Goal 2: Provide Infrastructure for Innovation to Enhance American Competitiveness**

#### **Objective 2.1: Provide Infrastructural Tools and Capabilities That Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes**

Performance Goal: Promote technology-based growth through partnerships with industry (US/OTP)

#### **Technology Administration (TA) Crosscutting Activities**

##### **Other Government Agencies**

Through the Committee on Technology of the President's National Science and Technology Council, the Under Secretary helps to establish clear national goals for federal science and technology investments and to ensure that federal civilian research and development (R&D) priorities reflect the requirements of industry customers. The committee currently is coordinating several major Administration R&D initiatives in materials, construction and building, manufacturing infrastructure, electronics, and automotive technologies.

Performance Goal: Provide technical leadership for the nation's measurement and standards infrastructure and ensure the availability of essential reference data and measurement capabilities (NIST: Measurement and Standards Laboratories)

#### **NIST Measurement and Standards Laboratories Crosscutting Activities**

##### **Intra-DOC**

The NIST Measurement and Standards Laboratories work with other Department of Commerce bureaus on issues of joint interest to the Department, Administration, and Congress. For example, NIST and NTIA cooperate to support the development of ultrawideband signal technology, a new wireless technology that will improve communications for emergency services and other applications.



### ***Other Government Agencies***

The National Institute of Standards and Technology (NIST) provides research and services in measurement and standards to almost every other agency in the federal government with scientific missions, contracted through specific interagency agreements or memoranda of understanding. NIST measurement research, services, and facilities have long contributed to national defense and security, to the nationwide safety and quality assurance systems that ensure the accuracy of health care measurements, to the accuracy of environmental measurements, and to law enforcement standards.

**Performance Goal: Accelerate technological innovation and development of the new technologies that will underpin future economic growth (NIST: Advanced Technology Program)**

### **NIST Advanced Technology Program (ATP) Crosscutting Activities**

#### ***Other Government Agencies***

The Advanced Technology Program leverages the expertise of scientists and engineers from a wide variety of government agencies and laboratories by engaging their participation on its Source Evaluation Boards. In addition, ATP program managers work with program managers from other government agencies to ensure that projects are complementary and relevant: coordination committees in several disciplines have been brought together for this purpose. This also affords an opportunity to examine government R&D from a high level for specific technologies.

**Performance Goal: Improve the technological capability, productivity, and competitiveness of small manufacturers (NIST: Manufacturing Extension Partnership)**

### **NIST Manufacturing Extension Partnership (MEP) Crosscutting Activities**

#### ***Intra-DOC***

The Manufacturing Extension Partnership collaborates with the International Trade Administration (ITA) on a number of projects, including efforts to open global markets to American small and medium-sized manufacturers interested in, but new to, exporting activities.

#### ***Other Government Agencies***

MEP collaborates with a wide range of other government agencies that regulate or provide programs and services that affect small manufacturing businesses, including the Departments of Agriculture, Defense, Energy, Health and Human Services, Housing and Urban Development, and Labor, as well as the Environmental Protection Agency, National Aeronautics and Space Administration, and the Small Business Administration.



Performance Goal: Assist U.S. businesses and other organizations in continuously improving their productivity, efficiency, and customer satisfaction by adopting quality and performance improvement practices (NIST: Baldrige National Quality Program)

### **NIST Baldrige National Quality Program (BNQP) Crosscutting Activities**

#### ***Other Government Agencies***

The BNQP provides the Office of Personnel Management (OPM) with Baldrige Criteria, Processes, and Baldrige Examiner Board members for the Presidential Quality Award.

Performance Goal: Protect the National Information Infrastructure (NIST)

### **National Institute of Standards and Technology (NIST) Crosscutting Activities**

#### ***Other Government Agencies***

The proposed program to protect the National Information Infrastructure will involve close collaboration with a wide range of government agencies.

Performance Goal: Collect, organize, preserve, and disseminate government scientific, technical, and business-related information (NTIS)

### **National Technical Information Service (NTIS) Crosscutting Activities**

#### ***Other Government Agencies***

The National Technical Information Service provides a variety of services that assist other agencies in developing, producing, and disseminating their information.

### **Objective 2.2: Protect Intellectual Property**

Performance Goal: Strengthen intellectual property protection in the United States and abroad, making it more accessible, affordable and enforceable.

Performance Goal: Enhance the quality of patent products and services, transition to E-Government and optimize patent processing time.

Performance Goal: Enhance the quality of trademark products and services, transition to E-Government and minimize trademark-processing time.



### ***Intra-DOC***

Through the Chief Information Officer (CIO) organization, the U.S. Patent and Trademark Office provides the **Census Bureau** with its annual report on patent statistics for the Statistical Abstract of the United States.

### ***Other Government Agencies***

USPTO works with the following non-Department of Commerce agencies on crosscutting activities:

- The **U.S. Trade Representative (USTR)**: The Administrator for External Affairs partners with this office in assessing trade issues especially as they relate to Special 301 and the Trade-Related Aspects of Intellectual Property Rights (TRIPs). The Policy area also works with USTR in reviewing laws for TRIPs compliance.
- The **Department of Justice, the Customs Office**, and the **Federal Bureau of Investigation**: The Administrator for External Affairs partners with this Office in providing technical assistance to developing countries and in developing methods for combating piracy and counterfeiting of U.S. goods in foreign countries. Under a recent passage of legislation, the head of USPTO and the Department of Justice will jointly chair an Intellectual Property Enforcement Council.
- The **United States Agency for International Development (USAID)**: The Administrator for External Affairs partners with this Office in providing technical assistance to developing countries. The Patent organization partners with USAID to improve systems for effectively granting and protecting intellectual property rights.
- The **Departments of State and Agriculture** and the **Copyright Office**: The Administrator for External Affairs partners with these agencies in the formulation of intellectual property proposals. Additionally, USPTO reports technical assistance activities to the Department of State on an annual basis.
- The **Departments of Agriculture, Justice and State**: The Patent organization partners with these agencies in the formulation of intellectual property proposals.
- The **Departments of Defense and Energy** and the **National Aeronautics and Space Administration (NASA)**: The Patent organization partners with these agencies in handling patent applications having national security implications.
- The **Department of Health and Human Services (HSS)**: The Patent organization partners with HHS in handling both AIDS-related and recombinant DNA information.



- The **U.S. Customs Service**: The Trademark organization partners with the Department of Treasury's U.S. Customs Service regarding counterfeit goods or services. The USPTO additionally provides Customs with CD-ROMs of trademark information.
- The **Government Printing Office (GPO)**: GPO replicates USPTO's CD-ROM products and makes them available to USPTO's depository libraries (PTDLs).
- The **National Science Foundation (NSF)**: The USPTO partners with NSF on the Report to the President on Science and Engineering Indicators.

### **Objective 2.3: Provide the Infrastructure for a Digital Economy and a Digital Government**

Performance Goal: Facilitate transformation of the economy to electronic transactions

Performance Goal: Improve U.S. competitive advantage through global e-commerce

Performance Goal: Promote the availability and sources of advanced telecommunications and information services (NTIA)

### **Strategic Goal 3: Observe and Manage the Earth's Environment to Promote Sustainable Growth**

#### **Objective 3.1: Enhance Conservation of the Natural Environment**

Performance Goal: Build sustainable fisheries

#### **National Oceanic and Atmospheric Administration (NOAA) Crosscutting Activities**

##### ***Intra-DOC and Other Government Agencies***

NOAA will focus on reducing overfishing and overcapitalization of U.S. fishery resources by improving stock assessment and prediction, improving essential fish habitat, and reducing fishing pressure, including downsizing of fishing fleets. The Department of Commerce, enlisting the support of key bureaus such as EDA, MBDA, and NIST, and other federal agencies, such as the U.S. Department of Agriculture, the Small Business Administration, and the U.S. Department of Labor, will play a key role in mitigating the impact of these critical resource conservation decisions in the transition to economically sustainable communities.



## Performance Goal: Recover protected species

### **National Oceanic and Atmospheric Administration (NOAA) Crosscutting Activities**

#### ***Other Government Agencies***

Over the past year, NOAA has developed innovative partnerships with the Department of the Interior and the states of Maine, Washington, Oregon, and California to promote the recovery of listed and at-risk salmon and steelhead species.

## Performance Goal: Sustain healthy coasts

### **National Oceanic and Atmospheric Administration (NOAA) Crosscutting Activities**

#### ***Intra-DOC and Other Government Agencies***

NOAA has leveraged its resources through a variety of effective international, interagency, state, local, private sector, and other partnerships. These partnerships are essential to effectively integrate coastal science, assessment, monitoring, education, and management activities.

In FY 2001, for example, the NOAA program to Sustain Healthy Coasts (SHC) will work with other federal agencies, states, and academic partners to initiate new research necessary to sustainably manage the Nation's coastal ecosystems. This research will provide managers and decision makers with information, solutions and technologies as part of interagency initiatives developed by the National Science and Technology Council's Committee on Environment and Natural Resources. Through SHC, NOAA provides technical and scientific assistance to a variety of partners involved in the protection, monitoring, and restoration of coastal resources. For example, NOAA provides critical information to the U.S. Coast Guard to help the Coast Guard respond to approximately 70 serious oil and chemical spills every year. Through SHC, NOAA is also working closely with other agencies, Department of Commerce bureaus, states, local governments, and industry on important crosscutting activities such as reducing the risks and impacts of natural hazards, protecting and restoring essential fish habitats, reducing run-off pollution, forecasting and preventing harmful algal blooms, and exploring the deep ocean and new uses of the ocean's rich biodiversity.

### **Objective 3.2 Improve Understanding and Prediction of the Natural Environment**

## Performance Goal: Advance short-term warning and forecast services

### **National Oceanic and Atmospheric Administration (NOAA) Crosscutting Activities**

#### ***Intra-DOC and Other Government Agencies***

As a participant in the Federal Natural Disaster Reduction Initiative, NOAA is working closely with the National Institute of Standards and Technology, the Economic Development Administration, the Federal



U.S. DEPARTMENT OF  
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Emergency Management Agency (FEMA), the Corps of Engineers, the Bureau of Reclamation, and state and local governments. The initiative aims to reduce the costs of natural disasters and to save lives through delivering improved warnings and forecasts and providing information that will improve resiliency to disaster.

### ***Other Government Agencies***

NOAA delivers weather and climate services to the public and industry in partnership with the private meteorological sector, providing forecasts and warnings that the private sector then tailors for individuals and businesses and broadcasts for use.

NOAA also works closely with the Department of Defense (DOD) to complement DOD meteorological services in the interests of national security, and works with the U.S. Coast Guard for the dissemination of marine weather warnings and forecasts. NOAA also works directly with the Federal Aviation Administration on aviation forecasts and with the National Aeronautics and Space Administration on launch forecasts and on predicting the occurrence of solar activity.

**Performance Goal: Implement seasonal-to-interannual climate forecasts**

### **National Oceanic and Atmospheric Administration (NOAA) Crosscutting Activities**

#### ***Other Government Agencies***

NOAA works with a wide variety of partners in the area of climate forecasts, including federal agencies such as the FEMA and the Agency for International Development; state and local agencies, including state departments of environmental protection and emergency preparedness managers; academia; foreign government agencies; and international organizations. In preparing for the 1997–98 El Niño, NOAA worked closely with FEMA and state and local officials, greatly improving public preparedness for the severe weather that was experienced.

**Performance Goal: Predict and assess decadal-to-centennial change**

### **National Oceanic and Atmospheric Administration (NOAA) Crosscutting Activities**

NOAA, in partnership with the International Trade Administration and the Technology Administration (TA), other federal agencies, the private sector, and academia, is providing the knowledge base the nation will depend upon in order to lead new emerging global industries in economically and environmentally sustainable ways.

For example, NOAA depends greatly on universities to help accomplish its science objectives, working through a network of Joint and Cooperative Institutes and universities. NOAA also funds academic researchers through competitive, peer-reviewed programs, including the Global Climate Change Program.

**National Oceanic and Atmospheric Administration (NOAA)  
Crosscutting Activities**

***Intra-DOC and Other Government Agencies***

NOAA, in partnership with TA, the National Telecommunications and Information Administration, and other civil agencies, participates on the Interagency Global Positioning System (GPS) Executive Board, which jointly manages the GPS satellites as a national asset with the Department of Defense. Now a dual-use system heavily employed by civilian and commercial sectors, GPS is a global information utility that the United States provides free to the world for use as the international standard for navigation, positioning, and timing.

***Other Government Agencies and the Private Sector***

NOAA works closely with agencies such as the Department of Transportation, the U.S. Coast Guard, and the U.S. Army Corps of Engineers in support of Marine Transportation System goals and objectives to identify and improve navigation services for maritime commerce, while preserving navigation and environmental safety. NOAA and the Department of Transportation also cooperate on the development of the Nationwide Differential GPS, which employs NOAA's Continuously Operating Reference Stations to enable high-accuracy GPS positioning in three dimensions across the U.S. This system benefits from a multipurpose cooperative effort between government, academia, and the commercial sector, and supports numerous NOAA objectives and activities.

NOAA's Physical Oceanographic Real-Time Systems (PORTS) also involve partnerships between NOAA, local government, and the private sector. PORTS is a public information system developed by NOAA that furnishes real-time information to the general public for safe and cost-effective navigation, search-and-rescue, hazardous material and oil-spill prevention and response, and scientific research. PORTS builds on NOAA's National Water Level Observation Network of 175 stations to provide real-time water level, currents, oceanographic and meteorological data, nowcasts, and predictions from bays and harbors to the maritime community in a variety of formats, including telephone voice response and the Internet. Port authorities underwrite the system's operation and maintenance, and NOAA provides data quality assurance and dissemination. NOAA hopes to expand its quality assurance capabilities to support future PORTS systems.





## APPENDIX B: STAKEHOLDER INPUT

Each bureau sent the strategic plan to their stakeholders for input. The strategic plan was also available on the Department of Commerce Internet site with an invitation to comment on the strategic plan. A stakeholder meeting was held on September 19, 2000. We received, considered, and incorporated many of the comments from stakeholders from the following organizations:

- Asian Pacific American Network, a nonprofit Commerce-chartered Asian advocacy employee's organization
- Association of Public Data Users (APDU)
- Atmospheric and Environmental Research, Inc.
- Census Bureau State Data Center Steering Committee
- Dyncorp
- IBM
- Maine State (Census) Planning Office
- Metropolitan New York District Export Council
- Raytheon
- Sandia National Laboratories
- Schulman, Ronca, and Bucuvalas, Inc.

In addition, the National Telecommunications and Information Administration (NTIA) and the National Oceanic and Atmospheric Administration (NOAA) receive input from their stakeholders on a regular basis. A summary of their procedures for gathering this input follows:

### **National Telecommunications and Information Administration**

*Public Telecommunications Facilities Program.* Program staff regularly consult with constituents to receive their input on the program's goals and operations. For example, the program consults with industry organizations throughout the year, including holding industry meetings and advisory panel discussions during the application review process, to solicit comments and feedback on the program. The program also consults with representatives from public broadcasting stations and networks, via regular discussions with program staff, industry meetings, and debriefing of expert reviewers during the application review process. In addition, the program periodically solicits public comment, inviting feedback during the renewal process.

*Technology Opportunities Program.* Program staff regularly consult with constituents to receive their input on the program's goals and operations. For example, the program consults with industry organizations and individual constituents throughout the year, including holding industry meetings and debriefing expert reviewers during the application review process, to solicit comments and feedback on the program. The program also conducts outreach workshops for prospective applicants and holds an annual conference for its constituents during which NTIA requests feedback. In addition, the program periodically solicits public comment, inviting feedback during the renewal process.



NTIA last surveyed its federal agency customers in 1998, seeking an evaluation of its performance. Customers were asked to specify (1) the key or most important benefits; (2) new functions desired but not currently provided; (3) irritants, bugs, and turn-offs; (4) turn-ons; (5) communications performance; and (6) any other suggestions. A customer survey was developed in 1998 for the 20 federal agencies represented on the Interdepartmental Radio Advisory Committee (IRAC). Twelve of these 20 agencies responded. In general, the most important NTIA/OSM activity, as determined by the survey, was the functioning of IRAC, wherein federal spectrum users were able to give advice and recommendations on spectrum matters. Other important activities were the frequency assignment process, the spectrum certification process, and the NTIA Manual. On a qualitative ranking by the agencies, NTIA was graded as satisfactory in 16 categories and commendable in two. NTIA adopted a number of the IRAC agency recommendations.

NTIA is planning to conduct a new survey at the end of CY 2000, resources permitting.

### **Constituent Involvement in the National Oceanic and Atmospheric Administration's Planning Process**

Within the National Oceanic and Atmospheric Administration (NOAA), each strategy is managed by a team of experts from key management and from the agency's operations and research divisions. This allows each team to integrate cross-organization and multidisciplinary expertise to address crosscutting issues, utilize ongoing organizational investments to support multiple applications, and reduce the duplication of programmatic efforts. In order to effectively implement the NOAA Strategic Plan, it is important to provide consistent, predictable opportunities for obtaining and incorporating stakeholder input on the specific activities NOAA will propose to meet its stated goals. NOAA designed two workshops, one for each of its missions, entitled *Environmental Assessment and Prediction and Environmental Stewardship*. The workshops are held at the beginning of the budget formulation cycle so constituents can contribute early on in the process, rather than after decisions are made. The objectives of the workshop are to review plans and discuss how effectively they support mission goals and objectives within the five-year time frame; to identify new work or modifications to existing work and programs needed to ensure progress toward our goals and objectives; and to examine opportunities to promote collaboration across activities and among interested parties to ensure the most effective application of resources.

Using the recommendations developed at the workshop, the Strategic Planning Teams prepare five-year Implementation Plans. These plans serve as NOAA's primary mid-range planning tool leading to the development of annual budgets, and include information on base programs, proposed budget year and outyear initiatives, performance measures and completion dates, work milestones and dates of completion, and fiscal and personnel requirements. The five-year Implementation Plans also constitute the foundation upon which funding requests are made.



## APPENDIX C: LIST OF ACRONYMS

ACDA	Arms Control and Disarmament Agency
ACS	American Community Survey
AD	antidumping
ANCS II	Automated Nautical Chart System II
ARC	Appalachian Regional Commission
ASOS	Automated Surface Observing System
ATP	Advanced Technology Program
AWIPS	Advanced Weather Interactive Processing System
BEA	Bureau of Economic Analysis
BEMs	big emerging markets
BLS	Bureau of Labor Statistics
BXA	Bureau of Export Administration
CAMS	Commerce Administrative Management System
CAPs	Corrective Action Plans
CBAD	Current Business Analysis Division
CEMSCS	Central Environmental Satellite Computer System
CENR	Committee on Environment and Natural Resources
CFO/ASA	Chief Financial Officer/Assistant Secretary of Administration
CIAO	Critical Infrastructure Assurance Office
CIP	Critical Infrastructure Protection program
CM	continuous measurement
CMS	Client Management System
CPI	Consumer Price Index
CVD	countervailing duties
CWC	Chemical Weapons Convention
DAS	days at sea
DOD	Department of Defense
DOE	Department of Energy
DOL	Department of Labor
EAA	Export Administration Act
EACs	Export Assistance Centers
EAR	Export Administration Regulations
EAS	Electronic Application System
ECASS	Export Control Automated Support System
EDA	Economic Development Administration
EE	Export Enforcement
EMT	Executive Management Team
ENSO	El Niño Southern Oscillation
EPA	Environmental Protection Agency
ERL	Environmental Research Laboratories
ESA	Economics and Statistics Administration
EZ/EC	Empowerment Zone–Enterprise Community
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FFS	Federal Financial Systems
FHA	Federal Highways Administration
FMFIA	Federal Managers Financial Integrity Act
FMP(s)	Fishery Management Plan(s)
FSL	Forecast Systems Laboratory
FTZ	free trade zone
GAO	General Accounting Office
GDI	gross domestic income



GDIN	Global Disaster Information Network
GDP	gross domestic product
GFDL	Geophysical Fluid Dynamics Laboratory
GMF	Government Master File
GMRA	Government Management and Reform Act
GOALS	Global Ocean–Atmosphere–Land System
GOES	geostationary operational environmental satellite
GPRA	Government Performance and Results Act
GPS	global positioning satellite system
HCHB	Herbert C. Hoover Building
HHS	Department of Health and Human Services
HIA	high-impact agency
HPC	Hydrometeorological Prediction Center
I&C	information and communications
IA	Import Administration
ICM	integrated coverage measurement
IMF	International Monetary Fund
IRAC	Interdepartmental Radio Advisory Committee
IT	information technology
ITA	International Trade Administration
ITU	International Telecommunication Union
ITU	International Trade Union
LATs	Latin American Telecommunications Seminar
LMR	Living Marine Resource
MAC	Market Access and Compliance
MBDA	Minority Business Development Agency
MBEs	minority-owned business enterprises
MBNQP	Malcolm Baldrige National Quality Program
MEP	Manufacturing Extension Partnership
MOU	memorandum of understanding
MSL	Measurement and Standards Laboratories
NAFTA	North American Free Trade Agreement
NAICS	North American Industrial Classification System
NASA	National Aeronautics and Space Administration
NAPA	National Academy of Public Administration
NATO	North Atlantic Treaty Organization
NBS	National Bureau of Standards
NCEP	National Centers for Environmental Protection
NDAA	National Defense Authorization Act
NDR	Natural Disaster Reduction
NEC	Nonproliferation Export Control
NESDIS	National Environmental Satellite, Data, and Information Service
NEXRAD	next-generation weather radar
NGI	next-generation Internet
NHC	National Hurricane Center
NIOSH	National Institute of Occupational Safety and Health
NIST	National Institute of Standards and Technology
NMFS	National Marine Fisheries Service
NMIs	National Metrology Institutes
NOAA	National Oceanic and Atmospheric Administration
NOS	National Ocean Service
NRC	Nuclear Regulatory Commission
NRC	National Research Council
NSTC	National Science and Technology Council
NTEs	new-to-export firms
NTMs	new-to-market firms
NTIA	National Telecommunications and Information Administration



STRATEGIC PLAN  
FY 2000–FY 2005

NTIS	National Technical Information Service
NTTC	National Technology Transfer Center
NURP	National Undersea Research Program
NWS	National Weather Service
OAR	Office of Oceanic and Atmospheric Research (NOAA)
OCRM	Office of Ocean and Coastal Resource Management (NOAA)
OEA	Office of Economic Adjustment
OECD	Organization for Economic Cooperation and Development
OEE	Office of Export Enforcement
OGP	Office of Global Programs
OIG	Office of Inspector General
OLIA	Office of Legislative and International Affairs
OPM	Office of Personnel Management
ORF	operations, research, and facilities
OSTP	Office of Science and Technology Policy
OTEM	Office of Trade Event Management
OTP	Office of Technology Policy
PAC	procurement, acquisition, and construction
PALM	Patent Application Locator and Monitoring
PBO	performance-based organization
PCT	Patent Cooperation Treaty
PNGV	Partnership for a New Generation of Vehicles
POES	polar-orbiting operational environmental satellite
PORTS	physical oceanographic real-time telemetry systems
PSN	promote safe navigation
PTDL	Patent and Trademark Depository Library
QPF	Quantitative Precipitation Forecast
RLF	revolving loan fund
RWA	returned without action
SBA	Small Business Administration
SHC	Sustain Healthy Coasts
SMEs	small and medium-sized enterprises
SMOBE	Survey of Minority-Owned Business Enterprises
SRD	standard reference data
SRMs	standard reference materials
TA	Technology Administration
TAACS	Trade Adjustment Assistance Centers
TCC	Trade Compliance Center
TD	Trade Development
TDA	Trade and Development Agency
TIC	Trade Information Center
TICRS	Trademark Image Capture and Retrieval System
TIAP	Telecommunications Information Infrastructure Assistance Program
TIS	Trademark Information System
TOGA	Tropical Ocean Global Atmosphere (program)
TPCC	Trade Promotion Coordinating Committee
TRAM	Trademark Application Monitoring
TRIPs	Trade-Related Aspects of Intellectual Properties
UNEP	United Nations Environment Program
URAA	Uruguay Round Agreements Act
USFCS	U.S. and Foreign Commercial Service
USACE	U.S. Army Corps of Engineers
USAF	U.S. Air Force
USAID	U.S. Agency for International Development
USDA	U.S. Department of Agriculture
USEAC	U.S. Export Assistance Centers
USG	U.S. Government



USIP  
USPTO  
USTR  
WFO  
WIPO  
WMO  
WTO  
Y2K

U.S. Innovation Partnership  
U.S. Patent and Trademark Office  
U.S. Trade Representative  
Weather Forecast Office  
World Intellectual Property Organization  
World Meteorological Organization  
World Trade Organization  
year 2000



**U.S. DEPARTMENT OF  
COMMERCE**



# DEPARTMENT OF COMMERCE FY 2000-2005 STRATEGIC PLAN ACKNOWLEDGEMENTS

STRATEGIC PLAN  
FY 2000–FY 2005

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# NOTES

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STRATEGIC PLAN  
FY 2000–FY 2005

# APPENDIX D: TABLE OF GOALS, STRATEGIC OBJECTIVES, AND PERFORMANCE

**Mission Statement:** *The Department of Commerce promotes job creation and improved living standards, technological competitiveness, and sustainable development*

<p><b>Strategic Goal 1: Provide the Information and the Framework to Enable the Economy to Operate Efficiently and Equitably</b></p>	<p><b>Strategic Goal 2: Provide Infrastructure for Innovation to Enhance American Competitiveness</b></p>
<p><b>Objective 1.1: Provide the Infrastructure to Enable the Participation of All Americans in the New Economy</b></p> <p>Performance Goal: Promote competition within the telecommunications sector and promote universal access to telecommunications services for all Americans (NTIA)</p> <p>Performance Goal: Promote exports by small and medium-sized enterprises (ITA)</p> <p>Performance Goal: Increase U.S. exports by implementing the National Export Strategy through government-wide coordination of trade promotion and trade finance programs (ITA)</p> <p>Performance Goal: Support job creation and private enterprise in economically distressed communities (EDA)</p> <p>Performance Goal: Build local capacity to achieve and sustain economic growth (EDA)</p>	<p><b>Objective 2.1: Provide Infrastructural Tools and Capabilities that Improve the Productivity, Quality, and Efficiency of Research and Innovation Processes</b></p> <p>Performance Goal: Promote technology-based growth through partnerships with industry (US/OTP)</p> <p>Performance Goal: Provide technical leadership for the nation's measurement and standards infrastructure, and ensure the availability of essential reference data and measurement capabilities (NIST: Measurement and Standards Labs)</p> <p>Performance Goal: Accelerate technological innovation and development of the new technologies that will underpin future economic growth (NIST: Advanced Technology Program)</p> <p>Performance Goal: Improve the technological capability, productivity, and competitiveness of small manufacturers (NIST: Manufacturing Extension Program)</p> <p>Performance Goal: Assist U.S. businesses and other organizations in continuously improving their productivity, efficiency, and customer satisfaction by adopting quality and performance improvement practices (NIST: Baldrige National Quality Program)</p> <p>Performance Goal: Protect the National Information Infrastructure (NIST)</p> <p>Performance Goal: Collect, organize, preserve, and disseminate government scientific, technical, and business-related information (NTIS)</p>
<p><b>Objective 1.2: Promote Responsible Economic Growth and Trade while Protecting American Security</b></p> <p>Performance Goal: By use of a dual-use export control system that continuously is refined to respond to changing requirements, transactions that are contrary to U.S. security interests are deterred and transactions without proliferation potential are facilitated (BXA)</p> <p>Performance Goal: The United States is in full compliance with the Chemical Weapons Convention (CWC) and all confidential business information of U.S. companies subject to inspection under the CWC is effectively protected (BXA)</p> <p>Performance Goal: The U.S. defense industrial base is healthy and competitive (BXA)</p> <p>Performance Goal: Violations of dual-use export control laws are identified and violators are sanctioned (BXA)</p> <p>Performance Goal: Export controls of key nations are strong and effective (BXA)</p> <p>Performance Goal: The nation's various independent and interdependent infrastructure components are secured in accord with an integrated plan (BXA)</p> <p>Performance Goal: Improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements (ITA)</p> <p>Performance Goal: Minimize the effects of crises by preparing the U.S. telecommunications and information infrastructure to operate under extreme conditions (NTIA)</p> <p>Performance Goal: Ensure allocation of radio spectrum—a scarce natural resource essential to all communications—provides the greatest benefit to all people (NTIA)</p>	<p><b>Objective 2.2: Protect Intellectual Property</b></p> <p>Performance Goal: Strengthen intellectual property protection in the United States and abroad, making it more accessible, affordable and enforceable. (USPTO)</p> <p>Performance Goal: Enhance the quality of patent products and services, transition to E-Government and optimize patent processing time. (USPTO)</p> <p>Performance Goal: Enhance the quality of trademark products and services, transition to E-Government and minimize trademark processing time. (USPTO)</p>
<p><b>Objective 1.3: Support Effective Decision-Making of Policymakers, Businesses, and the American Public</b></p> <p>Performance Goal: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making (ESA)</p> <p>Performance Goal: Conduct the Decennial Census (ESA)</p> <p>Performance Goal: Define, through consultations, policy assessment, planning, research, experiments, and evaluations, the plan for the 2010 Census (ESA)</p>	<p><b>Objective 2.3: Provide the Infrastructure for a Digital Economy and a Digital Government</b></p> <p>Performance Goal: Facilitate transformation of the economy to electronic transactions</p> <p>Performance Goal: Improve U.S. competitive advantage through global e-commerce</p> <p>Performance Goal: Promote the availability and sources of advanced telecommunications and information services (NTIA)</p>

# GOALS

...s for all Americans by creating an infrastructure that promotes economic growth,

<p><b>Strategic Goal 3: Observe and Manage the Earth's Environment to Promote Sustainable Growth</b></p>	<p><b>Goal: Strengthen Management at All Levels</b></p>
<p><b>Objective 3.1: Enhance Conservation of the Natural Environment</b></p> <p>Performance Goal: Build sustainable fisheries (NOAA)</p> <p>Performance Goal: Recover protected species (NOAA)</p> <p>Performance Goal: Sustain healthy coasts (NOAA)</p>	<p><b>Objective: Promote Efficient and Effective Resource Management</b></p> <p>Performance Goal: Acquire and manage the fiscal and related resources necessary to support program goals</p> <p>Performance Goal: Acquire, manage, and develop a diverse, skilled, and flexible staff, using information technology as an essential tool</p> <p>Performance Goal: Acquire and manage the technology resources necessary to support program goals</p>
<p><b>Objective 3.2: Improve Understanding and Prediction of the Natural Environment</b></p> <p>Performance Goal: Advance short-term warning and forecast services (NOAA)</p> <p>Performance Goal: Implement seasonal-to-interannual climate forecasts (NOAA)</p> <p>Performance Goal: Predict and assess decadal-to-centennial change (NOAA)</p> <p>Performance Goal: Promote safe navigation (NOAA)</p>	



