

Department of Commerce
FY 2000–FY 2005 Strategic Plan
September 1, 2000
DRAFT

NOTICE TO DEPARTMENT OF COMMERCE STAKEHOLDER GROUPS

The Department of Commerce is in the process of developing a Strategic Plan*, and we are consulting with our stakeholders. This consultation is an important step in the ongoing communication process between the Department of Commerce and our stakeholders. You have been identified as one of our key stakeholders, and we ask you to do the following:

- Review the Draft Strategic Plan, at the following electronic address: www.doc.gov. If you require a paper copy, please contact Bill Tatter (Phone: 202-482-5979. Mail: Department of Commerce/Office of Budget, Room 5821 HCHB, 14th and Constitution Aves., N.W., Washington, DC 20230. E-mail: BTatter@doc.gov.)
- Focus your attention on the following topics, and provide your views on them:
 - Does the introductory portion of the Strategic Plan effectively describe the overall missions and goals of the Commerce Department? If not, how could it be improved?
 - Does the bureau and program information within the three Strategic Goals effectively describe the mission, goals, and objectives of the bureau(s) you are interested in? If not, how could it be improved? Are there goals, objectives, or program activities that you believe should be strengthened, added, or dropped?
 - Are there areas of the Strategic Plan's contents that you strongly agree or disagree with?
- By September 15, 2000, please provide your written or electronic comments to Bill Tatter. All comments and suggested changes that we receive will be considered for incorporation into our final Plan.

Thank you for reviewing and commenting on the Department of Commerce Strategic Plan. It is possible that you may be contacted more than once, if you are involved with more than one Commerce bureau.

If you have any questions about the Strategic Plan or the process that we went through in creating it, please contact Stephanie Shipp (Phone: 202-482-4648. Mail: Department of Commerce/Office of Budget, Room 5821 HCHB, 14th and Constitution Aves., N.W., Washington, DC 20230. E-mail: Sshipp@doc.gov)

Note: * Under the Government Performance and Results Act (GPRA), Federal agencies are required to develop 5-year Strategic Plans, which describe their major goals and objectives for the coming period. The Strategic Plans must be renewed at least every three years.

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Draft sent to Congress on September 1, 2000

Inside cover

Enabling legislation

Originally established in 1903 as the Department of Commerce and Labor (32 Stat. 826; 5 U.S.C. 591), it was subsequently renamed the Department of Commerce by President William H. Taft on March 4, 1913 (15 U.S.C. Section 1512). 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)
- Minority Business Development Agency (MBDA)
- Economics and Statistics Administration
 - Bureau of Economic Analysis (BEA)
 - Bureau of Census (Census)
- International Trade Administration (ITA)
- Bureau of Export Administration (BXA)
- 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
- National Telecommunications and Information Administration

Location/Employees

The Department of Commerce is headquartered in Washington DC. It has staffed field offices in all states and territories, and maintains offices in 86 (CHECK NUMBER) countries. There are over 41,000 permanent Department of Commerce employees.

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Draft sent to Congress on September 1, 2000

Secretary's Statement

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 goal:

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.

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 recent 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 ensure that those benefits continue into the future, the Department of Commerce must understand the forces shaping the current expansion. At the same time, we must be sensitive to the needs of traditional industries and create an environment where they can prosper.

There are three driving forces that will determine the state of the U.S. economy in the future. These driving forces are globalization of markets, technological innovation, and 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 tied to exports. Commerce has a nationwide and worldwide network of export assistance centers to help all of our firms find export opportunities. In addition, Commerce advocates on behalf of U.S. exporters, conducts trade missions, and maintains an active trade compliance center, which ensures that our trading partners live up to their market-opening trade agreements. At the same time, Commerce issues export licenses for sensitive technologies to control the spread of weapons of mass destruction.

Technological innovation due to advances in information technology is significantly responsible for the emergence of the New Economy, and continuing advances in computer power, telecommunications, connectivity, and the Internet will lead to further increases in productivity, promote new goods and services, and create new jobs. Commerce helps promote technological innovation through technical research on the use of telecommunications technology, the allocation and innovative use of radio frequency spectrum, the development of policies to ensure internet privacy and critical infrastructure protection, the development of standards and measurements to ensure consistency and the rapid commercialization of products, and the issuance of patents and trademarks to protect new technologies.

Sustainable development is a doctrine that was set forth by the United Nations and is defined as a path of responsible economic growth that incorporates a concern for understanding, predicting, and protecting the natural environment by all nations. In addition to maintaining and modernizing the nation's advanced weather forecasting and warning system, Commerce provides accurate information about the state of the global climate system, such as by advancing the understanding of human-influenced emissions in altering the radiation balance of the earth. Commerce leads the nation's work in ocean stewardship. We are launching a new era of ocean exploration to protect and make accessible to all Americans culturally and environmentally significant ocean sites. Commerce helps conserve sensitive marine habitats through the

national marine sanctuaries and the marine fisheries service. Commerce also maintains the health of our coasts and safety of our coastal waters, helps build sustainable fisheries and supports the economies of fishing communities.

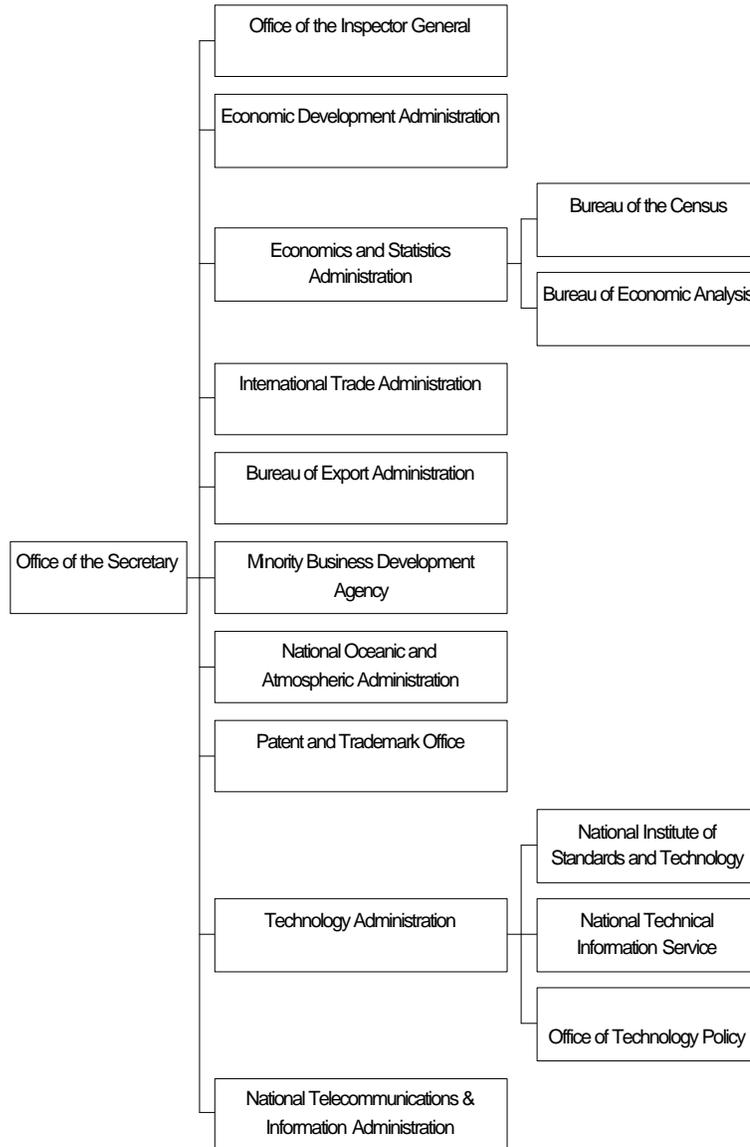
To harness the forces of globalization, technological innovation, and sustainable development, we must provide accurate and timely information to policymakers and the business community. The Department of Commerce does this by collecting, analyzing, and disseminating data on a wide range of economic activity, such as gross domestic product and the trade balance, as well as by keeping an accurate count of population shifts and other demographic changes through the decennial census.

And we must harness these forces in a way that ensures that no one is left out. All Americans must share the benefits of the current prosperity and the new economy. That's why 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. Commerce concentrates much of its export promotion activities on helping small and medium-sized enterprises, and vigorously enforces U.S. trade laws to ensure that American businesses, workers, and communities are not adversely affected by unfair trade practices. In addition, Commerce has launched a major effort to change the "digital divide" – the disparity between those who have access to computers and the internet and those who do not – into digital inclusion. Our efforts focus on bringing the benefits of the new economy to economically disadvantaged urban and rural areas, as well as traditionally underrepresented segments of society, such as handicapped persons, the elderly, and small businesses.

With these driving forces guiding us, we present the Department of Commerce's strategic plan for the years 2000-2005. The report highlights our 5-year plans in the areas of trade and American security, globalization, technology, and sustainable economic development.

Organization chart

The Department's mission is carried out by nine major agencies 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 promotes economic growth, technological competitiveness, and sustainable development.*

Goals and Objectives: The Department of Commerce seeks to provide the infrastructure that enables businesses, governments, and individuals to operate efficiently and that enable them to maximize their use of technology. To be able to facilitate sustainable economic growth, we must first fully understand the forces that drive the U.S. and global economies. Three dominant forces for the first decades of the 21st century are expected to be globalization, technological innovation, and sustainable development, and it is these forces that provide the framework for the Department of Commerce's strategic goals for FY 2000–FY 2005:

Strategic Goal 1: Provide the Information and the Framework That 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 nine Departmental Bureaus has developed strategies and operating plans to support one or more of these goals. For the purposes of this report, the Bureaus are listed under the goal that most closely corresponds to their mission. Where no single goal is dominant—as in the example 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 strategic 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.

To progress toward these three strategic goals, the Department has established eleven outcome-oriented objectives. Our strategies are means we plan to employ to meet our objectives. Each strategy will be reported on in detail in our annual plans and reports.

Achieving Goals: Our strategies are our way of addressing how we plan to achieve our goals. In the Annual Performance plan, we will describe in greater detail the strategies that we will employ to achieve our goals. In our annual plans we will describe the capital, information and other resources that will be required to complete our goals. Our performance measures will be our way of measuring whether or not we have met our goals.

Relationship between strategic goals and annual goals: At the annual level we will look at the 11 objectives and set realistic annual targets that will allow us to meet the 5-year goal

External Factors: Each bureau addresses external factors.

Performance Evaluation: Several bureaus within the Department have made tremendous progress in performance evaluation. The Department has reviewed the bureau's methodologies and systems for performance evaluation. Based on this review we have created a management objective of standardizing the Department's evaluation methods and time- tables by FY 2003. Included in this objective is a six-month management review of performance relative to goals.

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

The Department of Commerce's first 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 access of minority-owned businesses 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** is designing and building a new Export Control Electronic System to improve the efficiency and consistency of licensing and enforcement decisions. The Bureau combats export violations, and is campaigning especially against those executed within the context of e-commerce; is seeking to establish effective coordination of the world's national export control systems and is enlisting partners in a major infrastructure protection effort and seeking Congressional support for that effort; and continues to identify and prevent illegal transactions in nations to which the United States exports goods and services. 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. Responsibilities of the **National Oceanic and Atmospheric Administration**, the **Economic Development Administration**, and the **International Trade Administration** include providing leadership of national and global efforts to protect the environment, through education and awareness programs and through trade negotiations to seek observance overseas of laws governing dumping and subsidies.

Objective 1.3

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

The **Economic and Statistics Administration** monitors and measures socioeconomic and macro-economic trends. The Bureau of Economic Analysis is improving the gross domestic product (GDP), which is a vital ingredient in decisions on monetary policy, projections of Federal budget surpluses, and the allocation of Federal funds to the States. The Census Bureau plans to fully develop and implement the American Community Survey thereby providing annual rather than only once every ten years data for communities. This will revolutionize the survey methodology of the federal statistical system. The Census Bureau plans to develop official measures of the rapidly growing electronic business (e-business) activity and evaluate how e-business affects existing measures of economic activity. They also plan to define and coordinate the policy, planning, research experiments and evaluations needed to prepare for the 2010 Census. The **International Trade Administration** further refines Census data, compiling and disseminating statistics on exports and trade in an effort to better monitor trade flows.

Goal 1
Provide the Information and the Framework That 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

Strategy:

- Promote open telecommunication services for all Americans

International Trade Administration

Strategy:

- 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

Strategy:

- Support economic development in economically distressed communities through grants for planning, technical assistance, revolving loan funds, and infrastructure

Minority Business Development Agency

Strategy:

- Support minority business expansion in the global economy

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

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

Strategy: Promote competition and 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.

Department of Commerce studies such as *Falling through the Net* have shown, however, that the domestic expansion of Internet use has been uniform neither in terms of geography nor of demography, and has created what has become known as the “Digital Divide.”

The Department of Commerce has documented differences in Internet usage between urban and rural communities and between different socioeconomic groups, and begin to address these differences is pursuing digital inclusion strategies by increasing access to advanced technologies.

NTIA Performance Measures
Increase the number of telecommunications and information industry-related filings, testimony, and speeches.

In addition, the National Telecommunications and Information Administration (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 in which NTIA will apply its expertise include universal service reform, minority ownership development, the E-rate (i.e., the introduction of 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. NTIA is contributing to American competitiveness in the global economy by 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 Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

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.

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

- Congressional funding for key bureau initiatives addressing technology innovation, global markets, consumer and government e-commerce issues, critical infrastructure protection, and public broadcasting's digital conversion.
- 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 (ITA)** 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, and
- 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, authorizes the Anti-Dumping and Countervailing Duty (AD/CVD) program. The Foreign Trade Zones (FTZ) program is authorized by the Foreign Trade Zones Act of 1934. The Insular Watch Assembly program is authorized by P.L. 97-446, as amended. The Florence Agreement program is authorized by the Educational, Scientific, and Cultural Materials Importation Act.

Strategy: Promote exports by small and medium-sized enterprises.

The International Trade Administration (ITA) 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 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 address 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, and the U.S. trade imbalance.

ITA Performance Measures
Increase dollar value of market openings.
Increase number of new-to-export firms.
Increase number of new-to-market firms.
Increase number of counseling sessions.
Increase dollar value of gross exports supported.

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. ITA must also review the way that we address issues such as the export of intellectual property. (DELETE THIS?)

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.

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

With trade playing an increasingly important role in the national economy, federal government efforts must be driven by longer-term strategic thinking about the dedication of scarce resources. At the same time, the accelerated pace of the new economy demands that agencies coordinate their efforts more closely in the short-term and jointly develop new programs and initiatives that respond to the changing needs of exporters.

In addition to the annual reporting process, ITA must use 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 information 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 major project competitions overseas.

ITA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

- *National Institute of Standards and Technology*: Coordinate technology commercialization efforts with Manufacturing Extension Program
- *Minority Business Development Administration*: Work together to craft and implement Urban Export Initiative for minority-owned businesses.
- *Office of General Counsel*: Work together on guidance for interpreting 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.
- *National Institute of Standards and Technology (NIST)*: Coordinate our efforts to help Small Business Exporters (SBEs) export new technology; execute a cooperative agreement to provide Standards attaches.
- *Census*: Fund reimbursable agreements to produce customized statistics and collaborate on development of methodologies to generate data on Services exports.

- *NIST*: Coordinate elements of the environmental technologies export initiative with NIST's technology development and commercialization programs.
- *NOAA*: Coordinate elements of the Environmental Technologies Initiative with NOAA's environmental programs.

Other Government Agencies

- *Small Business Administration (SBA)*: Share clients to provide complementary counseling services
- *Ex-Im Bank*: Share clients and provide complementary counseling services
- *State/Local Government Agencies*: Share clients and provide complementary counseling services
- *Local Chambers of Commerce*: Share clients and provide complementary counseling services
- *Department of Energy* : DOE provides industry expertise for US&FCS trade events
- *Department of Defense/USAF*: The Air Force provides industry expertise for ITA trade events involving aircraft sales (e.g., the Paris Air Show)
- *Department of Transportation*: DOT provides industry expertise for US&FCS trade events
- *Department of Education*: Education provides industry expertise for US&FCS trade events
- *Department of State*: State's Economic Officers assist with market research projects in countries where US&FCS does not maintain staff
- *Department of Agriculture (USDA)*: USDA provides grant assistance for US&FCS export counseling in rural areas
- *Bureau of Indian Affairs (BIA)*: BIA provides industry expertise for ITA tourism development efforts
- *USAID*: Provides grant assistance for various overseas projects (e.g., American Business Centers in Russia)

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: New initiatives subject to congressional approval of increased appropriations or restriction of other activities.
- Cooperativeness of other Trade Promotion Coordination Committee (TPCC) member agencies.

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

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

Enabling legislation. The **Economic Development Administration** 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).

Strategy: Support economic development in economically distressed communities through grants for planning, technical assistance, revolving loan funds, and infrastructure

The Economic Development Administration (EDA) is focusing its development efforts on finding creative new ways to solve complex community-level economic problems. The bureau 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 Measures

Create and retain jobs in distressed communities

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

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 (EDDs), 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 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 live, while protecting the environment. The process must adopt a logical approach to long-term development while identifying and implementing short-term problem solutions to achieve early results and maintain public support. EDA also operates infrastructure and revolving loan fund programs to help finance this work. 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 and University Centers and EDDs 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.

EDA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

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- TA/NIST: Technology policy and Manufacturing Extension Partnership (MEP)
- NTIA: Telecommunications and information infrastructure grants
- MBDA: Business assistance services
- NOAA: Natural disaster reduction, sustainable development and recovery from natural resource depletion.

Other Government Agencies

Economic Development

- *US Department of Agriculture (USDA) Rural Development/Rural Utilities Service (RD/RUS)* - community facilities and intermediary lending programs; supplemental funding for projects in distressed rural areas.
- *US Department of Transportation Federal Highways Administration (FHA) and Federal Aviation Administration (FAA)* – coordinate development projects in close proximity to federal highways and FAA controlled airports.
- *Appalachian Regional Commission (ARC)* – community economic development in the 13 state ARC service area

Environmental Issues

- *Environmental Protection Agency (EPA)* – brownfields redevelopment and air quality; EDA was the first agency to partner with *EPA* on brownfields redevelopment

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 EDA can suggest appropriate modifications to enhance program performance and ensure that new legislation reflects the needs of the bureau and its constituency. Timely reauthorizations are also important to reenergize and refocus the bureau, 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 Enable the Participation of All Americans
In the New Economy

The **Minority Business Development Agency (MBDA)** 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.

Strategy: Provide infrastructure for minority-owned business expansion in the global economy

The Minority Business Development Agency (MBDA) works to increase the number of minority-owned businesses by providing a 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 Performance Measures

- Increase the dollar value of contracts

- Increase the number of financial packages

- Increase the dollar value of financial packages

MBDA’s new business development services are designed to leverage the full benefit of telecommunications technology, including the Internet, to increase the level of service that our Minority Business Development Centers (MBDCs) provide to their minority 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 a electronic database, called the Phoenix Database, which matches business opportunities to qualified vendors. The population of the database with more than 290,000 minority vendors will result in an increase of electronically matched business opportunities. The electronic matching of these opportunities will result in an increase in procurement, financing and other business opportunities for minority-owned businesses.

MBDA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

MBDA works with the *International Trade Administration (ITA)* to assure that minority-owned businesses are included in Department trade missions and other international trade opportunities and have access to the M&TA services of the Export Assistance Centers.

MBDA works with the *National Institute of Standards and Technology (NIST)* and the *National Oceanic and Atmospheric Administration (NOAA)* to include minority-owned businesses in programs involving new and emerging technology such as aquaculture and manufacturing technology and have access to M&TA services of the Manufacturing Extension Program Centers.

MBDA is working with *Census* to expand survey of minority-owned businesses annually and conduct research on the Emerging Minority Marketplace to provide market information about the fastest growing consumer segment.

MBDA is working with the *Economic Development Administration (EDA)* to move minority-owned businesses into its high technology business incubators.

Other Government Agencies

MBDA works with the *Small Business Administration* to assure that minority-owned small businesses benefit from its existing management and technical assistance services available to other businesses.

MBDA works with the *Export-Import Bank* to ensure that minority-owned businesses have access to export financing and export markets.

MBDA works with the *U.S. Agency for International Development* on referral of trade opportunities to ensure that minority businesses have access to export markets.

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 bureau since the early 1990s.

Goal 1
Provide the Information and the Framework That 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

Strategies:

- By use of a dual-use export control system, all transactions that are contrary to U.S. security interests are deterred and all legitimate transactions without proliferation potential occur with minimal -- or no -- government requirements.
- The United States is in full compliance with the Chemical Weapons Convention (CWC) and, simultaneously, all confidential business information of U.S. companies subject to CWC inspection has been and remains effectively protected.
- The U.S. defense industrial base is healthy and competitive.
- Violations of export control laws deterred, and violators identified and successfully prosecuted.
- Export controls of key nations are strong and effective.
- An integrated system is being used to secure the Nation's various independent and interdependent infrastructure components.

International Trade Administration

Strategy:

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

National Oceanic and Atmospheric Administration / Economic Development Administration / International Trade Administration

Strategy:

- Exert leadership in international efforts to protect the natural environment, including trade negotiations and trade promotion

National Telecommunications and Information Administration

Strategies:

- 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

Objective 1.2

Promote Responsible Economic Growth and Trade, while Protecting American Security

Bureau description. The **Bureau of Export Administration** ensures that commercially-useful commodities and technologies that also could be used to make destructive weapons are not exported to those who might use them for such purposes, while aiding trade and our economy by assisting exporters to understand and satisfy licensure requirements for exports not posing such concerns.

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 and enforces export control laws and regulations mandated by Congress or through Executive Orders.

Strategy: By use of a dual-use export control system that is continuously refined to respond to changing requirements, transactions that are contrary to U.S. security interests are deterred and legitimate transactions without proliferation potential occur with minimal -- or no -- government requirements.

BXA serves U.S. businesses engaged in international trade by processing 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 various educational initiatives and guidance on how to conform to applicable laws and regulations. BXA is particularly vigilant in evaluating transactions involving advanced technologies and dual-use products that can potentially be diverted to use in chemical, biological, nuclear, or missile weapons programs.

BXA Performance Measures

Status and number of countries possessing or developing weapons of mass destruction.

Level of low-risk and no-risk exports

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, and will continue to refine that system. We are also seeking to enhance our export regulatory effectiveness by educating stakeholders in the export licensing process—i.e., exporting businesses—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, while, if very thoughtfully undertaken, 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.

Strategy: The United States is in full compliance with the Chemical Weapons Convention (CWC) and, simultaneously, all confidential business information of U.S. companies subject to CWC inspection has been and remains effectively protected.

BXA 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.

BXA Performance Measures

Favorable compliance reports from the Organization for the Prohibition of Chemical Weapons in The Hague.

Strategy: The U.S. defense industrial base is healthy and competitive.

BXA is the focal point within the Department for issues relating to the health and competitiveness of the U.S. defense industrial base. It 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.

BXA Performance Measure

Number of contracts being won in international competitions by U.S. defense firms.

Strategy: Violations of export control laws are deterred, and violators are identified and successfully sanctioned.

A credible enforcement program is required to ensure an effective export control program. BXA enforces dual use export controls for reasons of national security, nonproliferation, counterterrorism, foreign policy and short supply. It ensures that illegal exports or potential illegal exports will be detected and either prevented or sanctioned. The Bureau also is responsible for enforcing the antiboycott regulations against restrictive trade practices, the Chemical Weapons Convention Implementation Act of 1998, and related statutes and regulations.

BXA Performance Measure

Number of violations of export control laws identified.

Number of violators successfully prosecuted

BXA carries out its enforcement mission through measures to prevent violations of export control laws. BXA also conducts outreach and education programs to train U.S. exporters to identify and avoid illegal transactions. Finally, BXA investigates suspected violations of the Export Administration Regulations and imposes criminal and civil penalties.

A key element of BXA's preventive enforcement program is conducting on-site visits of foreign end-users of sensitive technology. 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 (US&FCS) officers stationed in the nations to which transfer of the sensitive technologies will be permitted if the licenses are approved. Post shipment verifications (PSVs) are conducted to ensure that the products are being used by the authorized end-users for the authorized end-

uses. A significant number of PSVs are conducted on high performance computers as mandated by the National Defense Authorization Act of 1998. BXA Special Agents conduct most of the PSVs as part of their Safeguards verification program.

Strategy: Export controls of key nations are strong and effective.

BXA Performance Measure

Incidents of deterrence or interdiction by key foreign nations of export or transit of commodities deemed sensitive by the U.S.

Although strong enforcement of U.S. export regulations is critical to protect our security interests, BXA's strategy also includes the promotion of effective export control systems by other nations. The Bureau has been assisting the republics of the former Soviet Union and its former Warsaw Pact allied nations of Central Europe to strengthen their export control and enforcement and also 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, develop procedures and requirements to regulate transfer of sensitive goods and technologies, enforce compliance with those procedures and requirements, and promote the industry-government partnership necessary for a effective export control system meeting international standards.

In the nations 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. It also promotes adherence to existing guidelines and norms governing the nonproliferation of nuclear, chemical, and biological missile technology and conventional weapons international regimes.

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

Strategy: The Nation's various independent and interdependent infrastructure components are secured in accord with an integrated plan.

BXA Performance Measure

Number of agency plans implemented within the framework of the National Critical Infrastructure Protection 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 the 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 the increasing concern regarding the integrity of our Nation's infrastructures, the 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 analyses 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.

BXA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

- The Antiboycott Office works with OEE to share data on cases/companies. Enforcement works with the Chief Counsel for Export Administration on administrative cases.

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 non-government and academic organizations of individual nations.
- *Departments of State, Defense, Energy, Treasury, and Justice:* BXA works with these agencies and departments to develop and implement U.S. export control policy and programs, including developing encryption policy, implementing sanctions, and participating in multilateral regimes such as the Missile Technology Control Regime and the Wassenaar Arrangement. BXA also coordinates intelligence and enforcement operations with these agencies.
- *U.S. Customs Service and the Nonproliferation Center:* BXA coordinates export control cooperation technical exchanges and activities with other nations with these agencies, in addition to those mentioned above.
- BXA works closely with the *Departments of State, Defense, Energy, Justice, U.S. Customs, and the FBI* 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.
- *U.S. Customs Service, FBI, Postal Service, 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. The Bureau

will continue to improve liaison with law enforcement agencies. Field offices and headquarters participate in interagency working groups with the FBI and the Postal Service. Data are shared with the Customs Service via the Treasury Enforcement Computer System (TEC).

- *Department of Energy:* 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.
- *Departments of Labor, State and Treasury; 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 the U.S. Congress.
- *Department of Defense (DOD):* BXA works closely with DOD in providing support for U.S. industry competing for international defense procurement opportunities.
- *Department of State:* BXA participates in the State-chaired Conventional Arms Transfer Committee.
- *U.S. Trade Representative:* BXA is part of a USTR-led interagency team that is developing and implementing the U.S.- E.U. Transatlantic Economic Partnership.

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 largely or totally beyond BXA's control that significantly affect BXA's ability to realize its objectives include the legislative process, the federal budget process, the actions of other Federal Departments, and the actions of other nations.

Objective 1.2

Promote Responsible Economic Growth and Trade while Protecting American Security

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

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 Import Administration (IA)

ITA Performance Measure

Number of anti-dumping / countervailing duty cases processed

MAC is the U.S. Government's focal point through which it seeks to reduce foreign market barriers and thus increase market access for nonagricultural 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 Import Administration is to improve American competitiveness through effective administration of U.S. trade laws and enforcement of sector-specific trade agreements that govern U.S. imports. The Import Administration addresses this goal by taking prompt, aggressive action against unfair trade practices, enforcing the U.S. trade laws and agreements negotiated to address sector-specific trade distorting practices. The Import Administration defends American industry against injurious trade practices 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. 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 Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

- *National Institute of Standards and Technology:* Coordinate technology commercialization efforts with Manufacturing Extension Program
- *Minority Business Development Administration:* Work together to craft and implement Urban Export Initiative for minority-owned businesses.
- *Office of General Counsel:* Work together on guidance for interpreting 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

- *Small Business Administration (SBA):* Share clients to provide complementary counseling services
- *Ex-Im Bank:* Share clients and provide complementary counseling services

- *State/Local Government Agencies*: Share clients and provide complementary counseling services
- *Local Chambers of Commerce*: Share clients and provide complementary counseling services
- *Department of Energy* : DOE provides industry expertise for US&FCS trade events
- *Department of Defense/USAF*: The Air Force provides industry expertise for ITA trade events involving aircraft sales (e.g., the Paris Air Show)
- *Department of Transportation*: DOT provides industry expertise for US&FCS trade events
- *Department of Education*: Education provides industry expertise for US&FCS trade events
- *Department of State*: State's Economic Officers assist with market research projects in countries where US&FCS does not maintain staff
- *Department of Agriculture (USDA)*: USDA provides grant assistance for US&FCS export counseling in rural areas
- *Bureau of Indian Affairs (BIA)*: BIA provides industry expertise for ITA tourism development efforts
- *USAID*: Provides grant assistance for various overseas projects (e.g., American Business Centers in Russia)

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.

Objective 1.2

Promote Responsible Economic Growth and Trade while Protecting American Security

Strategy: Exert Leadership in International Efforts to Protect the Natural Environment, including Trade Negotiations and Trade Promotion

The Department of Commerce has leadership opportunities in many global and regional governmental organizations related to trade, science, technology, and the environment. By taking advantage of these opportunities, the Department can help develop coordinated strategies in various international (including bilateral) efforts to advocate increased attention to sustainable development principles and practices.

NOAA/EDA/ITA Performance Measures

Set up and maintain sustainable development export projects.

In addition to policy-level advocacy for sustainable development, the Department can use its expertise in foreign area projects to implement sustainable development practices. Funding for such activities is routinely available from international development institutions such as the U.S. Agency for International Development or the World Bank. Department employees, for example, are frequently seconded as technical experts to international projects, such as the World Bank's water resources management project in Mexico.

The Economic Development Administration contributes to this effort through bilateral exchanges with economic planning and development officials from other countries, and NOAA leads international implementation programs against land-based sources of marine pollution and against habitat destruction. NOAA leads the U.S. effort to encourage the World Trade Organization and the Organization for Economic Cooperation and Development to reduce and/or eliminate harmful subsidies for fishing. The Agency was also instrumental in creating the International Coral Reef Initiative, and is a world leader on the subject of marine protected areas.

A more concerted Department-wide strategy for sustainable development promotion at the international level could include a focus on regions or countries where conditions warrant special attention. For example, water resources management and energy development in China represent major opportunities to advance the practice of sustainable development. Under the auspices of Asia-Pacific Economic Cooperation (APEC), NOAA will continue to pursue partnerships with the private sector and the nongovernmental environmental community to protect the marine environment. ITA brings both trade and environmental regulatory responsibilities to bear in trade negotiations and multilateral environmental agreements. These agreements have wide-ranging effects on environmental protection, conservation and trade in such things as highly migratory species and living modified organisms. It develops recommendations for environmental protection and trade policy actions that are mutually supportive, environmentally sound and trade liberalizing. ITA participates in key multilateral trade and environment fora including the WTO Committee on Trade & Environment and the OECD Joint Working Party on Trade & Environment, and contributes to bilateral trade and environment negotiations such as the agreement with the European Commission to coordinate energy-efficient labeling programs for office equipment and the U.S.-Jordan FTA. ITA is also directly involved in the development and implementation of Executive Order 13141 (which requires environmental reviews of trade agreements) and participates in international conferences to discuss review methodologies. Other areas in which ITA staff are involved include the Biosafety Protocol, the International Commission for the Conservation of Atlantic Tunas, the Basel Convention on Hazardous Waste and the proposed convention on Persistent Organic Pollutants. In all these efforts, ITA works closely with NOAA to formulate a Departmental position.

The International Trade Administration will contribute efforts to protect the natural environment through:

- Development of a cross-sectoral program that focuses on environmental trade opportunities arising from the extensive impact that energy generation and use have on the global environment.
- Development of a special initiative to enhance U.S. company competitiveness in the burgeoning international market for water and wastewater treatment.
- Support of a network of state and local-level multiplier organizations (such as trade associations) that can enhance U.S. clean energy and environmental trade (e.g., state development agencies and energy and environmental business councils), in order to improve coordination and leverage resources to aggressively promote U.S. clean energy and environmental technologies exports.

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

- Natural disasters (i.e., disruption of economic opportunity), and depletion of natural resources (e.g., fisheries, coal, forests) may require new environmental regulations.
- Action of foreign governments, including violations of treaties, as they affect natural resources.

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

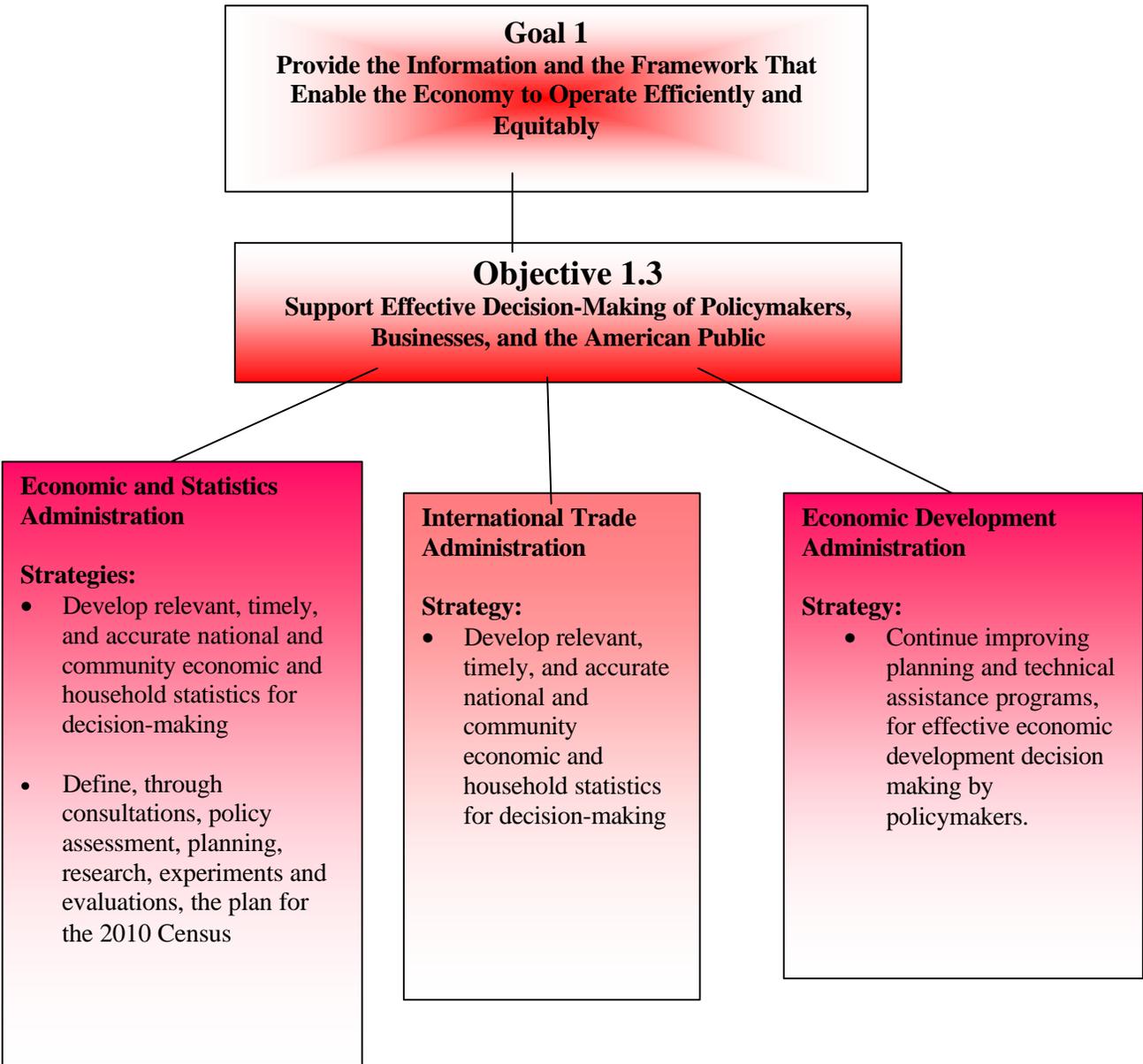
Strategy: Minimize the effects of crises by preparing the U.S. telecommunications and information infrastructure to operate under extreme conditions (NTIA).

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 objective, 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 and communications 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

Strategy: 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 Third Generation Wireless. 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 (ESA)** provides information on the state of the economy through preparation, development, and interpretation of economic data; and analytical support to Department officials in meeting their policy responsibilities. ESA is composed of two bureaus: the **Bureau of Economic Analysis** and **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. ESA 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 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 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** and provides for various surveys and censuses and the confidentiality thereof. 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, training of foreign participants in census procedures and general statistics, special services and studies, cutoff dates for recognition of boundary changes for the Decennial Census, furnishing personal census data from census of population schedules, procedures for challenging certain population and income estimates, and the official Bureau seal.

Bureau of Economic Analysis

Strategy: 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) data was named as one of the three most important statistical releases for its effect on financial markets. The data have 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 its importance to 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 now to stabilize its funding and to implement a 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 to 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:

- 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 not-for-profit 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.

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

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 measure reflects BEA outcomes or 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 we are providing what our customers want. That can be done by observing customers' use of our web site and by surveying their 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.

BEA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

- *BEA, the Bureau of the Census, 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.
- *Interagency Council on Statistical Policy:* Under the auspices of the Office of Management and Budget, BEA is a major participant in the Interagency Council on Statistical Policy, which works to improve 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 Bureau of the Census 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 Bureau of the Census and BLS.

- *Economic and Export Agencies:* 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, State Department, and others). STAT-USA also provides information technology (IT) solutions to other Commerce agencies to help them meet their IT needs.

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

- Lack of sufficient personnel and IT 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.

Bureau of Census

Strategy: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making.

The **Census Bureau** also provides vital information about the U.S. economy and about our society. The data produced by the Census Bureau affect political redistricting and the allocation of Federal funds.

The U.S. 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 the Census Bureau collects forms a valuable base of statistical information by which to document, analyze, and improve the products, services, and resources we use everyday. It forms the basis for decision-making by the Administration, the 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 the Bureau 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

Census Bureau Performance Measures
Fully implement the American Community Survey by 2003
Measure e-commerce activity
Complete dissemination of all Census 2000 products
Complete plan for operational test of Census 2010 by 2005

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.

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 business (e-business) 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-business activity, however, and little understanding of how it is affecting current measures of economic activity. A major challenge for the Bureau will be to develop such measures and to meet the growing demand of policymakers and industry for information.

Achieve Complete Dissemination of all 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. The Bureau's American FactFinder Internet site (<http://factfinder.census.gov>) will be used to disseminate 2000 Census data products as they become available.

Strategy: Define, through consultations, policy assessment, planning, research, experiments and evaluations, the plan for the 2010 Census

Complete Plan for Operational Test of Census 2010 by 2005. The 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, define a five-year research program for those components requiring testing, and subsequently use the research findings to design the 2005 operational test.

Census Bureau Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

BEA, the Census Bureau, the Bureau of Labor Statistics (BLS), and the Internal Revenue Service (IRS): BEA works closely with 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.

Interagency Council on Statistical Policy: Under the auspices of the Office of Management and Budget, both BEA and the Census Bureau are major participants in the Interagency Council on Statistical Policy, which works to improve collaborative activities of federal statistical agencies. Activities of the council have led to the standardization, improved customer service, reduced respondent burden, and infrastructure sharing.

Additionally, the Census Bureau participates in numerous non-statistical federal agency activities, such as being a data supplier, a survey collection resource, and an advisory and research resource.

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

- The growing negative public perception of government intrusion into personal and business information privacy. This is the most significant factor affecting the future goals, objectives, and program plans of the Census Bureau, thus affecting response to surveys and censuses.
- Increasing market competition for skilled employees significantly affects the Bureau’s ability to recruit and retain staff. (Management Information Goal??)

STAT-USA

Strategy: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making.

<p><u>STAT-USA performance measures</u></p> <p>On-time delivery, and up to date content</p> <p>Customer survey results</p> <p>New products and services initiatives</p>
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STAT-USA assists government agencies in the distribution of data by collecting information and delivering that information 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.
- And Identify new markets for products and services.

External factors beyond STAT-USA’s 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 IT resources to remain competitive an Internet service provider

Increased availability of free online data competing with the data STAT-USA sells

The International Trade Administration

Strategy: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making.

The International Trade Administration (ITA) compiles and disseminates statistics on exports and trade. In addition, ITA further refines Census data, compiling and disseminating statistics on exports and trade in an effort to better monitor trade flows.

The International Trade Administration (ITA) contributes to efforts to improve the accuracy and scope of trade statistics through:

- Conducting high-quality economic and trade analysis to ensure that U.S. industry interests are fully represented when foreign markets are opened to U.S. exporters; compiling and disseminating data on U.S. exports at the state and local levels; and identifying the numbers, exporter levels, industry focus, and geographic location of U.S. exporters for inclusion within the Exporter Data Base. These data support multilateral and bilateral U.S. trade policy initiatives and the varied export development efforts of the U.S. Government, state and local agencies, and private sector businesses.
- Closing critical gaps in the Department's statistical and analytical programs by providing an array of trade statistics that measure the involvement of U.S. firms in export markets; and by generating timely analyses of these data geared to the needs of the business community, especially small and medium-sized enterprises, state and local economic agencies, Congress, and the Administration.

The Economic Development Administration

Strategy: Continue improving the EDA planning and technical assistance programs for effective economic development decision making by policymakers.

The Economic Development Administration has the primary Federal responsibility for promoting economic development, especially in the distressed areas of the nation that have not benefited from the recent decade of economic growth.

For over 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 present validity of these programs was affirmed in *A Path to Smarter Economic Development*, prepared by the National Academy of Public Administration. The report stated that the Federal role in economic development should be to refocused to help states and localities learn through better information, enable them to leverage all available resources, and link scattered initiatives to serve local needs.

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

The nation is currently enjoying an unprecedented period of economic growth. However, many areas of the country, e.g., Appalachia, the Mississippi Delta, many Native American reservations, and inner city neighborhoods, have not fully shared in that economic growth. The Nation's distressed communities also face increased challenges in keeping pace with the global new economy, and need the capacity at the local

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level to develop effective strategies to bring economic growth to their own areas. EDA will work diligently with its partners in economic development to ensure they have the resources and skills necessary to bring the benefits of our strong economy to their communities. EDA will also work with its sister Agencies in the Department of Commerce and other Federal statistical agencies to ensure that local economic development decision-makers have the best information possible to support their programs.

EDA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

- TA/NIST: Work on the Manufacturing Extension Partnership (MEP)
- National Oceanic and Atmosphere Administration (NOAA): coordination and planning for natural disaster reduction; sustainable development and recovery from natural resource depletion.
- MBDA: Business Assistance Centers; minority serving institutions.

Other Government Agencies

Economic Development

- *Appalachian Regional Commission (ARC)* – economic development planning in the 13 state ARC service area
- Indian and Alaskan Native Village Economic Development, *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

Goal 2

Provide Infrastructure for Innovation to Enhance American Competitiveness

Globalization and the technology-driven productivity gains of the New Economy present an array of new challenges for the Department of Commerce. Continued partnership, collaboration, and cooperation between the Department and industry are essential to maintain and enhance 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 comprehensive technical services (measurements and standards) and the development and application of new technology. The **National Institute for 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 fully adopt e-commerce business practices to 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 implements an initiative that will enable users to locate and download information directly from agency websites.

Objective 2.2

Protect Intellectual Property

Through its administration and oversight of the patents and trademarks protecting intellectual property, the **U.S. Patent and Trademark Office** encourages intellectual endeavors and supports technological progress. The overarching goal of the Bureau is thus to preserve the United States' technological edge, which is critical to the nation's current and future competitiveness. The **International Trade Administration** oversees negotiations concerning trade-related aspects of intellectual property.

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 a sound legal framework to govern the entire process. The Department will advocate a legal framework that balances the interests of businesses, consumers, and governments at all levels with respect to 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.

Objective 2.1

Provide infrastructural tools and capabilities that improve the productivity, quality, and efficiency of research and innovation processes.

Technology Administration Strategies:

- Promote technology-based growth through partnerships with industry (US/OTP).
- Provide technical leadership for the nation's measurement and standards infrastructure, and assure 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 ATP)
- Improve the technological capability, productivity, and competitiveness of small manufacturers (NIST MEP)
- 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)

International Trade Administration

Strategy:

- Improve access to foreign markets by reducing or mitigating the effects of trade barriers caused by standards, technical regulations and conformity assessment procedures.

Economic Development Administration

Strategies:

- Improve the technological capability, productivity, and competitiveness of trade-injured manufacturers.
- Provide technology-based economic development support for distressed communities.

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 **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.

The **National Institute of Standards and Technology (NIST)** assists industry in developing technology to improve product quality, modernize manufacturing processes, ensure product reliability, and facilitate rapid commercialization of products based on new scientific discoveries.

The **National Technical Information Service (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 or 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 for Standards and Technology Act (15 U.S.C. 271) which modifies 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 Trade 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. 3711a).

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 non-classified 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

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

The Department of Commerce relies on TA's Office of the Under Secretary/Office of Technology Policy (US/OTP) to promote technology-based growth through partnerships with industry. The 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.

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.

Technology Administration Performance Measures

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

TA Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

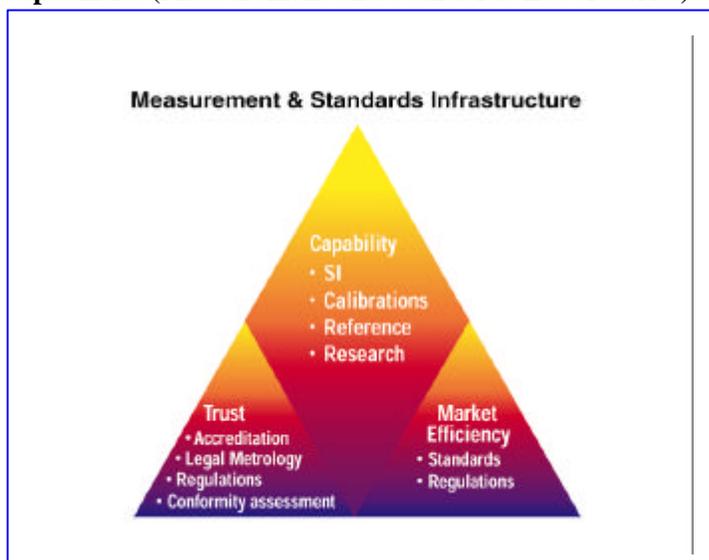
Through the Committee on Technology of the President's National Science and Technology Council, the Under Secretary helps to establish clear national goals for Federal science and technology investments and to ensure that Federal civilian R&D priorities reflect the requirements of industry customers.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

National Institute for 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.

For the future, NIST envisions even greater demand for its full range of services. 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 non-profit research centers and services. To continue empowering U.S. industry to be the world leader in technology, NIST will need to continuously improve its ability to anticipate and provide solutions for industry's rapidly changing measurement and standards infrastructure needs, as well as to creatively address changing market needs for stimulating and/or diffusing new technologies and organizational improvement strategies.

Strategy: Provide Technical Leadership for the Nation's Measurement and Standards Infrastructure and Assure the Availability of Essential Reference Data and Measurement Capabilities (Measurement and Standards Laboratories)



The National Institute for 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 NRC

Outcomes: Economic impact studies

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

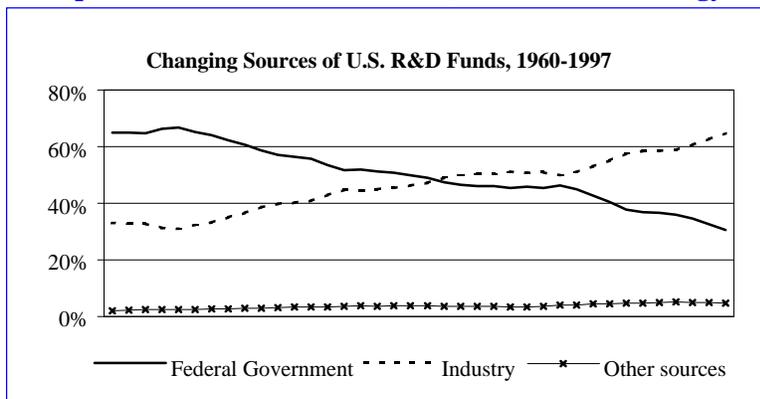
Over the next five years, the NIST Measurement and Standards Laboratories' will pursue this strategy by:

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

NIST Measurement and Standards Laboratories' Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

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



Research and development 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 31 percent of all R&D funds; funds from private industry, in contrast, expanded from 33 percent in 1960 to 65 percent in 1997. 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, for example, 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; multi-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, multi-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, the ATP will continue to accelerate technological innovation and the development of new technologies by:

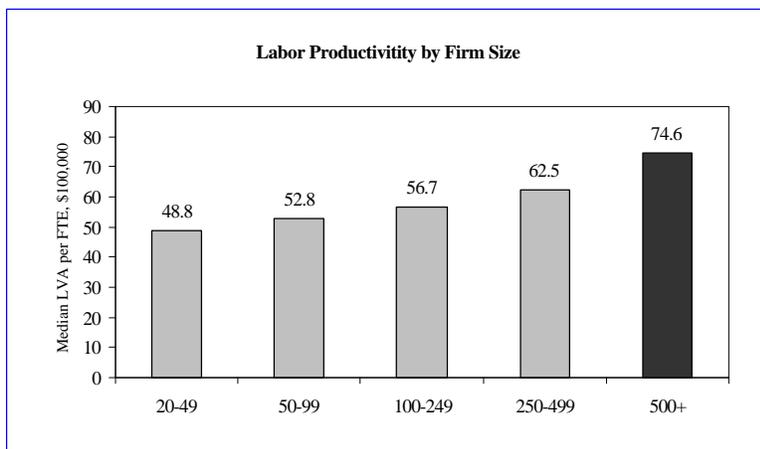
- Utilizing cost-sharing partnership strategies to encourage industry to increase investment in R&D for high-risk, broad-impact technologies.
- Accelerating the commercialization and broad diffusion of ATP-funded technologies.

NIST ATP Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

The ATP leverages the expertise of scientists and engineers from a wide variety of government agencies and laboratories to participate on the ATP's Source Evaluation Boards. In addition, the 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.

Strategy: Improve the Technological Capability, Productivity, and Competitiveness of Small Manufacturers (Manufacturing Extension Partnership)



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:

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

NIST Manufacturing Extension Partnership Program Performance Measures

Intermediate outcome: Client competitiveness, indicated by changes in sales, labor and material savings, inventory reductions, and capital investment attributed to MEP services.

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

NIST MEP Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

MEP assisted DOC's International Trade Administration in making the Self-Help Tool for Y2K analysis, remediation and compliance available to foreign small businesses; in presenting Y2K workshops in Indonesia, Malaysia and Korea; and in distributing foreign language versions of the Tool and CD-ROM both internationally and in the U.S. through the MEP Y2K Help Center.

There have also been meetings between MEP and ITA's U.S. and Foreign Commercial Service concerning collaboration 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 agencies, including the Department of Agriculture (with projects serving forestry and food processing industries, promoting sustainable development and providing outreach assistance to clients for implementing a Y2K compliance project); Department of Defense (regional recycling efforts with the Navy); Department of Energy (technology development from DoE labs; Energy, Environment and Manufacturing Assessment Protocol); Environmental Protection Agency (Pollution Prevention; Environmental Best Practices for Metal Finishing and Printing Industries; Environmental Service Provider Networks; Recycling Market Development; Energy, Environment and Manufacturing Assessment Protocol (with DOE); collaborative promotion of sustainable development); Department of Health and Human Services (collaboration with the National Institute for Occupational Safety and Health regarding Center health & safety services); Department of Housing and Urban Development (Center workforce development model being adapted to HUD empowerment zones and collaboration on Y2K outreach assistance); Department of Labor (One Stop Career Center; School to Work Project); National Science Foundation (adapting NSF curricula); National Aeronautics and Space Administration (NTTC Technology Mining Project; field agent training); and the Small Business Administration (collaboration in providing outreach assistance to clients for implementing a Y2K compliance project).

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

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 additionally 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 Outputs 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 BNP and Baldrige-based state and local quality programs.

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 Baldrige National Quality Award by promoting quality awareness and performance excellence within all organizations, including health care, education, and not-for-profit organizations.
- Promoting quality awareness and business excellence practices among small manufacturing and service businesses.

NIST BNQP Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

The BNQP provides OPM with Baldrige Criteria, Processes, and Baldrige Examiner Board members for the Presidential Quality Award.

Objective 2.1

Provide infrastructural tools and capabilities that improve the productivity, quality, and efficiency of research and innovation processes.

International Trade Administration

Strategy: Improve access to foreign markets by reducing or mitigating the effects of trade barriers caused by standards, technical regulations and conformity assessment procedures.

The International Trade Administration participates in the World Trade Organization Committee on Technical Barriers to Trade Agreement, the Free Trade Area of the Americas, NAFTA and other fora in an effort to ensure that standards, technical regulations and conformity assessment procedures do not create barriers to trade for U.S. exporters. It also works to resolve problems created by technical barriers or regulations imposed by our trading partners. Through the Trade Compliance Center, ITA investigates and tries to resolve complaints that foreign governments are not implementing their international standards-related trade obligations. ITA staff serve as the Designated Federal Officer for the Industry Federal Advisory Committee on Standards Matters which is designed to provide U.S. government officials with industry advice on trade policy issues and participate as a member of the Commerce Standards Committee, a NIST-managed committee to coordinate standards-related activities within the Department.

Objective 2.1

Provide infrastructural tools and capabilities that improve the productivity, quality, and efficiency of research and innovation processes.

Economic Development Administration

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. 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.

Strategy: Improve the Technological Capability, Productivity, and Competitiveness of Trade-Injured Manufacturers.

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, Internet-site 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.

Economic Development Administration Performance Measures

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

Strategy: Provide Technology-Based Economic Development Support for Distressed Communities

EDA's programs provide the nation's distressed communities with the resources to locally develop and implement technology-based economic development strategies. Water, sewage disposal, 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 EDA is likely to develop a research incubator park to develop a whole new set of products and companies.

Economic Development Administration Performance Measures

Create jobs in distressed communities (155 jobs per \$1 million of EDA funding)

Technology sector growth has been the driving force in the nation's extraordinary economic performance over the last several years. The emerging 'digital economy,' including the increased use of telecommunications and computing technology, have been the major factors behind this trend. Noted economists, including Federal Reserve Board Chairman Alan Greenspan, have acknowledged the impacts of technology-led economic development on the economy including the her-to-for elusive combination of strong economic growth and low inflation. This unprecedented situation and resulting economic

expansion have been attributed largely to technology-related productivity gains. According to some estimates, technology accounts for up to one half the growth rate in national economic productivity.

This technological change, however, has resulted in ‘uneven development’—some areas growing quickly while others are stagnating or losing jobs and population. Uneven development reduces the efficiency of the national economy because some places have excess capacity, while others have to spend to add new capacity.

The traditional argument for economic development investments in distressed communities is based upon the federal government’s investments in distressed communities is based upon the federal government’s long-standing commitment to ensure equality of economic opportunities. Investments in productivity enhancing infrastructure is 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 under-skilled work force, population out-migration, or aging infrastructure, find themselves challenged to create sustainable economies and to establish a technological base from which to compete in today’s economy.

Accordingly, EDA provides grants to construct the state-of-the art infrastructure that is needed for technology-driven economic development. Examples of eligible grant activities include broadband infrastructure deployment needed 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, an business and industrial parks pre-wired with fiber-optic cable, as well as other types of publicly owned telecommunications infrastructure and development facilities that are needed to create economic opportunity and to encourage and support the economic development of distressed areas.

An example of this trend is EDA’s recent investment in the Los Alamos Research Park in New Mexico, where EDA is providing funding for the site development. In addition to basic utilities, the Park will have telecommunications infrastructure that will provide 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, institutional researchers and technologists, including those of the Los Alamos National Laboratory.

NIST Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

The ATP leverages the expertise of scientists and engineers from a wide variety of government agencies and laboratories to participate on the ATP’s Source Evaluation Boards. In addition, the 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.

External factors beyond TA and EDA 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 ATP program.
- Business expansion and retraction from investment in high-risk technologies.

Objective 2.2

Protect Intellectual Property

Bureau Strategy

U.S. Patent and Trademark Office / International Trade Administration

Strategies:

- Help protect, promote, and expand intellectual property rights in the United States and abroad (USPTO and ITA)
- Grant exclusive rights to inventors
- Enhance trademark protection
- Promote use of patent and trademark information

Objective 2.2

Protect Intellectual Property

The **U.S. Patent and Trademark Office (USPTO)** examines and approves applications for patents and trademark registrations.

Enabling Legislation. 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 of 1999 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 the 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 the 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 the USPTO flexibility in procurement and other administrative and managerial areas.

The United States Patent and Trademark Office

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, 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 the U.S. Patent and Trademark Office (USPTO) has been to administer the patent and trademark laws of this Nation. For patents, these laws derive from the United States 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 the 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 developments and sharing of new technologies

worldwide. In 2000, the 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,” the USPTO became the second performance-based organization in the Federal Government. The Act establishes the 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 the 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. In the new USPTO, patent operations and trademark operations are treated as separating operating units.

Consistent with the management flexibility’s provided by the Act, the USPTO will be issuing its own Strategic Plan that will provide details as to how it is fulfilling its mandate as a performance-based organization.

USPTO Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

Bureau of Census: The Information Dissemination Business provides the Census Bureau the annual report on patent statistics for the Statistical Abstract of the United States.

Other Government Agencies

- **United States Trade Representative:** The Policy area 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.
- **Department of Justice, The Customs Office, and the Federal Bureau of Investigation:** The Policy area partners with this Office in providing technical assistance to developing countries. They also work together to develop methods for combating piracy and counterfeiting of U.S. goods in foreign countries. Under a recent passage of legislation, the head of the PTO and the Department of Justice will jointly chair an Intellectual Property Enforcement Council.
- **United States Agency for International Development (USAID):** The Policy area partners with this Office in providing technical assistance to developing countries.
- **Departments of State and Agriculture and the Copyright Office:** The Policy area partners with these agencies in the formulation of intellectual property proposals. Additionally, the PTO reports technical assistance activities to the Department of State on an annual basis.
- **Departments of Agriculture, Justice and State:** The Patent Business partners with these agencies in the formulation of intellectual property proposals.
- **USAID:** The Patent Business partners with USAID to improve systems for effectively granting and protecting intellectual property rights.

- Departments of Defense and Energy and NASA: The Patent Business partners with these agencies in handling patent applications having national security implications.
- Department of Health and Human Services: The Patent Business partners with HHS in handling both AIDS-related and recombinant DNA information.
- *U.S. Customs Service*: The Trademark Business partners with the Department of Treasury's U.S. Customs Service regarding counterfeit goods or services
- *Government Printing Office (GPO)*: GPO replicates PTO's CD-ROM products and makes them available to their depository libraries.
- *National Science Foundation (NSF)*: PTO partners with NSF on the Report to the President on Science and Engineering Indicators.
- *U.S. Customs Service*: PTO provides Customs with CD-ROMs of trademark information

External Factors beyond the control of the U.S. Patent and Trademark Office that could significantly affect the achievement of their goal and objectives.

- Continued diversion of the 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.

International Trade Administration

Strategy: Help protect, promote and expand intellectual property rights in U.S. and abroad

ITA will help protect, promote, and expand intellectual property rights in the U.S. and abroad by ensuring that industry sector concerns are identified and will provide policy and negotiating support to United States Trade Representative (USTR). Trade-Related Aspects of Intellectual Property (TRIPS) protection is a key area affecting U.S. industrial competitiveness, impacting billions of dollars of knowledge-intensive exports for large and small firms alike.

With the assistance of experts at the U.S. Patent and Trademark Office, reviews of developing country implementation of the TRIPS Agreement will be undertaken during 2000 and 2001 to ensure that all World Trade Organization (WTO) Members comply with their obligations under the Agreement. Additionally, ITA staff, along with those of other relevant agencies, will continue to be centrally involved in the further negotiation and/or review of several other provisions of the TRIPS Agreement.

Objective 2.3

Provide the Infrastructure for a Digital Economy and Digital Government

All Commerce Agencies

Strategies:

- 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

Strategy: 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 businesses, 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. It will also 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.

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.

Strategy: 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 relevant agencies, operational protocols, such as domain names management. In addition, through 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.

ITA will focus on the trade policy and promotion aspects of electronic commerce. ITA's export promotion program has four main goals: helping small business use the Internet to find markets overseas; helping more established US IT companies 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 desktop access to the international marketplace, through electronic products and services. Internationally, ITA will develop country-specific and regional strategies tailored to each market. On the policy side, ITA is working with other Commerce and USG agencies to develop and advocate US policy positions on a range of e-commerce issues including privacy, consumer protection, infrastructure access, telecommunications liberalization, IT diffusion to SMEs, standards, IT tariff elimination, and expanded IT market access, in a range of international fora. Finally, as part of the US E-Government initiative, ITA will play a lead role in developing a government-wide export portal, an on-line source for all US government trade promotion resources.

National Telecommunications and Information Administration (NTIA)

Strategy: 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. NTIA will seek to support the spread of the 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,

NTIA's Performance Measures

- 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

thereby making domain name registration competitive. The transfer is scheduled for completion by October 1, 2000.

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 ITU and domestic standards development to benefit U.S. industry and user interests; and develop next-generation Internet broadband protocols.

External factors beyond Department 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.

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, better protecting lives and property, and strengthening the U.S. balance of trade.

Objective 3.1
Enhance Conservation of the Natural Environment

The National Oceanic and Atmospheric Administration (NOAA) is responsible for promoting global environmental stewardship in order to conserve and wisely manage 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 the quality of life of millions of Americans through wise use of fishery resources;
- leading in the preservation of marine biodiversity by balancing 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 United States 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 includes:

- improved short-term warning and forecast services;
- reliable seasonal-to-interannual climate forecasts;
- science-based policy advice on decadal-to-centennial environmental changes;
- modernizing our navigation and positioning services by applying new positioning and bathymetric sensing technologies;
- leveraging of available resources for greater accomplishments.

Objective 3.1
Enhance Conservation of the Natural Environment

National Oceanic and Atmospheric Administration

Strategies:

- **Build Sustainable Fisheries**
- **Sustain Healthy Coasts**
- **Recover Protected Species**

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 and air 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. The **National Oceanic and Atmospheric Administration (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

Strategy: Build Sustainable Fisheries.

Our vision is to increase the 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 must prevent scientific uncertainty from fueling 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 as a factor in fish population declines. Efforts to ensure the sustainable use of fishery resources will provide long-term economic opportunities.

NOAA Performance Measures

Build Sustainable Fisheries.

Fewer overfished fisheries

Stocks will have sufficient essential fish habitat increase employment in non-captive fishing and other sector fishing communities

Increase in economic contribution of aquaculture to gross domestic product

To support implementation of this vision, we will maintain our existing partnerships and institute new ones with parties affected by or interested in our living marine resources (LMRs), including Congress,

Fishery Management Councils, and the industry itself. To ensure that our efforts will be implemented and repaid many times over in the long term, we must develop together innovative approaches that will 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 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 transition to sustainable fisheries are the rebuilding of overexploited fish stocks by eliminating overfishing and improving fish habitat, and improving the economics of fisheries 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, and without contributing to the overfishing of wild populations.

Specific strategies 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, 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 are implemented to rebuild overfished stocks.
- Attain economic sustainability in fishing communities. The rebuilding of overfished fisheries 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 loans 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.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

NOAA will focus on reducing overfishing and overcapitalization of U.S. fishery resources by improving stock assessment and prediction, improving essential fisheries 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, 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.

Strategy: Sustain Healthy Coasts

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 decisions and sustainable development of coastal areas. Federal–State partnerships such as the Coastal Zone Management 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 damages. 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.

Increase number acres of coastal habitat restored (cumulative).

Increase number of U.S. coastal regions with reduced introductions and impacts of nonindigenous species (total of 6 regions)

Increase percentage of U.S. shoreline and inland areas with improved ability to identify extent and severity of coastal hazards.

Specific strategies include the following:

- Protect, conserve, and restore coastal habitats and their biodiversity by identifying and assessing the habitat requirements of key species, building the capability to use biodiversity as an indicator of coastal health, and better understanding 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 decision maker’s understanding of the factors that affect water quality and of how water quality affects the ecosystems’ functions.
- Foster, revitalized and well-planned coastal communities that sustain coastal economies, 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. We will work with our partners at the state, territorial, tribal, and local government levels to better understand the physical processes and cumulative impacts of developments affecting coastal shorelines and the economic value of coastal resources and recreational activities.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

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

In FY 2001, for example, 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 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, DOC 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

Strategy: Recover Protected Species

NOAA 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, 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 living marine resources. NOAA 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. The improved science will enable us to develop better long-term management and conservation strategies.

<p><u>NOAA Performance Measures</u> <i>Recover Protected Species.</i></p> <p>Reduce probability of extinction of endangered species</p> <p>Reduce the probability of extinction of threatened species.</p>

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

- Prevent 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.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

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

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

- The impact of climate, biological, and other natural conditions, such as El Nino, 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 (Environmental Protection Agency, Department of Interior, Department of Transportation, Coast Guard, Federal Emergency Management Agency, National Science Foundation, Department of Agriculture.)

Objective 3.2
Improve Our Understanding and Prediction of the Natural Environment

National Oceanic and Atmospheric Administration (NOAA)

Strategies:

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

Strategy: Advance Short-Term Warning and Forecast Services

Increasing our understanding of the environment through research and investing in new technologies will provide more accurate and timely weather warnings and forecasts. Improved forecasts will in turn support management of water resources and 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 reduce uncertainties in hurricane track prediction, saving millions of dollars by eliminating unnecessary evacuation costs. Accurate forecasting of future conditions will provide better information for planning weather-sensitive activities over land and ocean. Expanded real-time observations and improved forecasting of hydrometeorological and oceanic processes will reduce losses of life and property from extreme events 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 of the modernization to be about eight times greater than the costs involved, with the country expected to realize annual benefits approaching \$7 billion.

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

- Sustaining modernized weather service operations.
- Maintaining the continuous operational satellite coverage that is critical for warnings and forecasts.
- Strengthening observing and prediction systems through scientific, technological, and programmatic advances, and through international cooperation.
- Improving service to the public, emergency managers, the media, and private forecast planners through effective communication of NOAA information.

NOAA Performance Measures *Advance Short-Term Warning and Forecast Services*

Severe weather warnings for tornadoes

- Increase lead-time
- Increase accuracy
- Decrease false alarm rate

Severe weather warnings for flash floods

- Increase lead-time
- Increase accuracy

Increase lead time for hurricane warnings.

Increase accuracy of three-day forecast for precipitation

Severe weather warnings for winter storms

- Increase lead-time
- Increase accuracy

Aviation forecasts of ceiling/visibility

- Increase accuracy.
- Decrease false alarm rate.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

NOAA works closely with *NIST* and *EDA*, and other agencies such as FEMA, the Corps of Engineers, the Bureau of Reclamation, and others as well as State and local governments to participate in the Federal Natural Disaster Reduction initiative which is focused on reducing the costs of natural disasters and saving lives through improved warnings and forecasts and the provision of information to improve resiliency to disaster.

Other Government Agencies

Weather and climate services are provided to the public and industry through a unique partnership between NOAA and the private meteorological sector. NOAA provides forecasts and warnings for public safety, and the private sector promotes dissemination of forecasts and the tailoring of basic information for business uses.

NOAA works very closely with DoD, especially the Air Force, to complement DoD meteorological services in the interest of national security. NOAA works closely with the U.S. Coast Guard for the dissemination of marine weather warnings and forecasts. NOAA also works directly with FAA on aviation forecasts and with NASA on launch forecasts and solar forecast effects.

Strategy: Provide Seasonal-to-Interannual Climate Forecasts

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 United States and 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 is 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, water resources, and other economic and social response planning, increasing society's ability to mitigate economic losses and social disruption.

NOAA Performance Measures
Provide Seasonal-to-Inter-annual Climate Forecasts

Performance measures?

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.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Other Government Agencies

NOAA works with a wide variety of partners in the area of climate forecasts, including other Federal agencies (e.g., the Federal Emergency Management Agency (FEMA) and the Agency for International Development), State and local agencies (e.g., State departments of environmental protection and emergency preparedness managers), academia, foreign government agencies, and international organizations. In preparing for the 1997-1998 El Niño, NOAA worked closely with FEMA and State and local officials, greatly improving the public preparedness for the severe weather resulting from El Niño.

Strategy: Predict and Assess Decadal-to-Centennial Change

Anticipatory research into global climate change supports sustainable economic development by providing information about the effects of human activities on the global climate, and thereby enabling sound decisions about the human activities which may change global climate. 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 to 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 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.

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.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

NOAA, in partnership with *ITA and TA* within the Department of Commerce, other Federal agencies, the private sector, and academia, is providing the foundation the U.S. will depend upon to lead new emerging global industries in economically and environmentally sustainable ways.

Other Government Agencies and the Private Sector

- NOAA depends strongly on universities to help accomplish its science objectives 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.

Strategy: Promote Safe Navigation

New technology, including full-bottom nautical surveys, digital charting, Global Positioning Satellite (GPS) systems, 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.

NOAA Performance Measures

Promote Safe Navigation

Percentage of critical area survey backlog reduced (cumulative reduction).

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

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

demands for the more accurate and timely positioning services that are critical to digital mapping, charting, and surveying.

Crosscutting Activities Describing the Interface Between Related Programs and How Programs Support Each Other.

Intra-DOC

NOAA, in partnership with Technology Administration and the National Telecommunications and Information Administration within the Department of Commerce, and other civil agencies from all civil departments, participates on the Interagency GPS Executive Board, which jointly manages the GPS satellite program 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 has committed to provide 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 System, which employs NOAA's Continuously Operating Reference Stations to enable high accuracy GPS positioning in three dimensions across the Nation. This system benefits from a multi-purpose cooperative effort between government, academia and the commercial sector, and supports numerous NOAA objectives and activities.

NOAA's Physical Oceanographic Real-Time Systems (PORTS) are also partnership opportunities 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 levels, currents, oceanographic and meteorological data, nowcasts and predictions from bays and harbors to the maritime community in a variety of user-friendly formats, including telephone voice response and 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.

External factors beyond NOAA 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 the weather warnings.

<p style="text-align: center;">Management Integration Goal: Strengthen Management at All Levels</p>
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Objective: Promote Efficient and Effective Resources Management

Strategy A: Acquire and Manage the Fiscal and Related Resources Necessary to Support Program Goals

Strategy B: Acquire and Manage the Human Resources Necessary to Support Program Goals

Strategy C: Acquire and Manage the Technology 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 have received clean opinions for FY1999 on all of our financial statements and we have reduced by two-thirds our Material Weaknesses and Reportable Conditions over a 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 Financial Managers Integrity Act (FMFIA). All of the 10 leading management problems cited by our OIG in 1997 have been resolved or eliminated.
- We have realigned our IT resources to maximize our return on investment, and have brought in Chief Information Officers (CIOs) for the Department and our 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 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, minority-owned, and women-owned business.

These three concerns are used as focal points in this portion of the Plan, and provide the objectives supporting the drive toward our goal of strengthening management.

Strategy A: Acquire and Manage Fiscal 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:

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

- Ensure that we include a clear customer service strategy in our programs, and 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 IT planning process to increase the proportion of small, minority-owned, and women-owned businesses in the Department’s acquisitions.
- Ensure that grants and contracts are awarded in ways that are consistent with best practice standards, including those of diversity.

External Factors

- Our diverse set of customers—which includes an array of groups who may have mutually exclusive views of what constitutes a satisfactory outcome—makes it difficult to provide our goods and services in any single way.
- 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.

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

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 available management reports to support decision-making and resource allocation.

Increase development of innovative approaches to hiring.

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 boomer 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 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. We must also ensure that the Department continues to reflect the diversity of the American population.

Performance Measures

Workforce Replacement and Intake:

Increase information available to organizations to measure the hiring and retention of their human capital.

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

We must recruit, develop and retain 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 on-line venues, and to identify and act on emerging trends in the employment arena.

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.

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, for recruitment purposes.
- Partner with universities and other learning organizations to develop DOC-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 retention of employees.
- Use a systems approach to information technology.

External Factors

- Looming retirement eligibility of a large portion of the

workforce.

- Increasingly technologically-oriented work. Increasing competition for individuals with specific skills in science, technology and other fields.
- Increasing diversity of the American pool of workers.
- 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 is done in collaboration with other bureaus and across the federal, state, and local governments. Employees are to be encouraged and rewarded for actively participating in activities that we can influence although they are often beyond our direct control. This active participation is necessary to obtain as many views as possible in order to produce the best outcomes. These cross-cutting activities involve collaboration and risk, which needs to be acknowledged and rewarded (see appendix A).

Strategy C: ACQUIRE AND MANAGE 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 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.

Management Performance Measures

Telecommunications use

Increase amount of goods and services provided via electronic means

Increase acquisition and application of shared technology (fiber-optic backbones, etc.)

Technology grants

Increase 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 more customers responding “fully satisfied” in our surveys.

External Factors

- Rapidly changing IT environment, including hardware, software, applications, Internet use and users.

Management Challenges

The Department 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 Commerce Administrative Management System (CAMS) 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.

NTIS Financial Stability

The NTIS supports itself through fees charged for its products and services. Between FY 1995 and FY 1998, the NTIS incurred a cumulative loss of \$4.8 million. This loss includes a one-time cumulative inventory adjustment of \$2.5 million, making the actual cumulative operating loss \$2.3 million. This loss has been offset by FY 1999 and FY 2000 operating profits obtained through the use of several cost-reduction measures and improved revenues which enabled the Bureau to report a surplus of approximately \$650,000 in FY 1999 and a projected surplus of more than \$2.0 million in FY 2001. But the Department must nonetheless continue its dialogue with Congress, the Library of Congress, and other pertinent agencies as we seek to achieve financial stability for NTIS over the next five years.

Government Performance and Results Act (GPRA)

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 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 is web-based, so that it can be accessed easily.

Fostering 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, launching a revised 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 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

the 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 and all employees should be relocated by 2004. GSA and the USPTO are working with LCOR to establish the project development schedule which includes a groundbreaking ceremony anticipated to occur later this year.

Appendix A: Crosscutting Activities (By Bureau) Between the Department of Commerce and Other Federal Agencies

Bureau Federal Cooperator

EDA Department of Agriculture

Office of Rural Development/Supplemental public works grants
Agriculture Conservation and Stabilization Service/Flood-related technical assistance
Rural Development Program

Department of Defense

Military Base Closures/Defense /Defense contract reductions/Downsizing
Levee Restoration Program
Research and National Technical Assistance

Department of Energy

Convert Energy labs to support civilian technology enterprise

Environmental Protection Agency

Brownfields Initiative
Levee Restoration Program
Sustainable Development
Diversify resource-based economies

Federal Emergency Management Agencies

Post-Disaster Economic Recovery Program and mitigation planning

Department of Housing and Urban Development

Post Disaster Economic Recovery Program
Community Development Block Grants program

Department of Labor

Economic development based on local planning

EDA Department of Transportation

Economic Development District-Review of overall Economic Development Program
Supplemental Grants from FHA

ESA Department of Labor

Price and Output Working Group Economic Classification and Policy Committee

Working Group on Compensation Measurement
NAICS Implementation
Interagency Confidentiality and Data Access Group

Office of Management and Budget

Economic Classification and Policy Committee
Federal Committee on Statistical Methodology
Interagency Council on Statistical Policy

Department of Transportation

Transportation Satellite Accounts Team
Highway Statistics Steering Committee

Department of Treasury

Improving surveys of international investment
Improving source data on property incomes
NAICS implementation

ITA Agency for International Development

TPCC

Department of Agriculture

TPCC

Department of Defense

TPCC

Department of Energy

TPCC

Environmental Protection Agency

TPCC

ITA Department of the Interior

TPCC

Department of Labor

TPCC

Department of State

TPCC

Department of Transportation

TPCC

Department of Treasury

TPCC

Customs: Enforce U.S. trade laws

United States Trade Representative

TPCC

BXA Agency for International Development

Funding to countries of concern for purchase of controlled U.S. items

Department of Agriculture

Short Supply Controls/EAA
National Defense Stockpile Market Impact Committee

Department of Defense

Export license application review, consultation, and dispute resolution EAA
Multilateral Regime Participation EAA
Export Control Policy Development EAA
Export Control Cooperation with foreign governments
Intelligence Liaison
Critical Infrastructure Protection Initiative
Encryption export license application review, consultation and dispute resolution
Encryption Policy Development
Defense Industrial Base Assessments
Excess Defense Articles review
Implementation of CWC
Negotiations of BWC Protocol
Defense Diversification
Offsets in Defense Trade/TPCC

BXA Review of Defense Memoranda for Understanding
National Defense Stockpile Market Impact Committee

Department of Energy

Export Control Cooperation with foreign governments
Enforcement cooperation and support
Export license application review, consultation, and dispute resolution/EAA
multilateral Regime Participation/EAA
Export Control Policy Development/EAA
Implementation of CWC
Negotiations of BWC Protocol
Defense Diversification
International Cooperative License/EAA

Federal Emergency Management Agency

National Security Emergency Preparedness Defense Priorities and Allocation
Systems
NATO Civil Emergency Planning Coordinating Committee
National Defense Stockpile Market Impact Committee
Critical Infrastructure Protection Initiative

Department of Health and Human Services

National Defense Stockpile Market Impact Committee

Department of the Interior

Short Supply Controls/EAA
National Stockpile Market Impact Committee

Department of Justice

Encryption Export License application review, consultations, and dispute resolution
Encryption Policy Development
Defense Priorities and Allocations
Law enforcement cooperation (FBI, INS)
Intelligence liaison
Critical Infrastructure Protection Initiative
National Aeronautics and Space Administration

BXA

Export control policy development EAA
International Cooperative Licenses

Office of Management and Budget

National Defense Stockpile Market Impact Committee
Critical Infrastructure Protection Initiative

Small Business Administration

Export Control Seminars
Defense Diversification

Department of State

Export license application review, consultation and dispute resolution EAA
Commodity Jurisdiction Review and transfers
Multilateral Regime Participation EAA
Implementation of CWC
Negotiations of BWC Protocol
National Defense Stockpile Strategic/Strategic and Critical Materials Stockpiling Act of 1979
National Defense Stockpile/Market Impact Committee
NATO Industrial Planning Committee
Defense Diversification
Discussions of Boycott requests and other boycott issues at monthly interagency meetings
Export Control Policy Development/ EAA
Sanction Policy/EAA
Export control cooperation with foreign governments
Intelligence Liaison

Department of Transportation

Coordination on license shipments

Department of Treasury

BXA

Committee on Foreign Investment in the United States
National Defense Stockpile Market Impact Committee
Sanction Policy/EAA
Export Compliance Seminars
Discussion of Boycott requests and other boycott issues at monthly interagency meetings
Customs domestic and foreign cooperative investigations
Foreign asset controls
Information exchanges

MBDA

Department of Agriculture

Minority Business Opportunity Committee

NOAA

Agency for International Development

Famine warnings: Satellite data, rainfall analysis
Seasonal to Interannual climate forecasts
International Coral Reef Initiative

Department of Agriculture

Columbia River Basin study (flood forecasting)
CENR (global change, hazards, water)
Global Climate Data and Information System
Seasonal to Interannual climate forecasts
Sea Grant (fisheries and aquaculture research)
Marine aquaculture research and promotion
National Ocean Partnership Program
CENR (environmental monitoring)
Coastal Zone Management (land-use planning, non-point source pollution)
Gulf of Mexico Hypoxia Task Force
Habitat restoration and protection
South Florida Ecosystem Restoration
Interagency Taxonomic Information System

Department of Defense

Columbia River Basin study (flood forecasting)
California project (flood forecasting)
CENR (global change)
Global Climate Data and Information System
HPCC

NOAA

National Undersea Research Program
Protected species management
Coastal habitat restoration and conservation program
National Ocean Partnership Program
South Florida Ecosystem Restoration
Living marine resources habitat protection
Radio frequency management (with NTIA)
Polar satellite convergence
Defense Department Satellite data
NEXRAD (weather radar)
ASOS (weather observations)
U.S. Weather Research Program
Marine Observing Network
Civilian applications of Global Positioning Systems
Hydrological Monitoring
Advanced Hydrologic Prediction System (flood forecasting)

Department of Energy

CENR (Hazards)
Greenhouse gas emissions studies and assessments
CENR (global change, hazards)
Data storage
Global Climate Data and Information System
HPCC
Seasonal to Interannual climate forecasts
Living marine resources, habitat conservation program
anadromous fisheries programs
CENR (environmental monitoring)
Radio frequency management (with NTIA)

Environmental Protection Agency

NOAA

Global ecosystem datasets
Living marine resources, habitat conservation program
Protected species management
National Ocean Partnership Program
CENR (environmental monitoring)
Non-point source pollution control
Response to and remediation of hazardous material spills
Coastal monitoring (water quality, contaminants, harmful algal blooms)
CENR (global change)
National Acid Prediction Assessment Program
Atmospheric Integrated Research Monitoring Network
Assessment of CFC substitutes for ozone depletion potential
Global Climate Data and Information System
GLOBE
HPCC
North American Research Strategy for Troposphere ozone

Federal Communications Commission

Radio frequency management (with NTIA)

Federal Energy Management Agency

Seasonal to Interannual climate forecasting extreme events
CENR (hazards Shoreline mapping, hazard mitigation planning)
Emergency management training and outreach
External weather warning coordination
Coastal Zone Management (land-use planning and risk evaluation)

Department of Health and Human Services

CENR (harmful algal blooms, endocrine disruptors)
CENR (global change, hazards)
HPCC

Department of Housing and Urban Development

CENR (hazards)

Department of the Interior

FGDC (data standards)
Spatial reference system and geodetic control
Satellite data
CENR (hazards)
Hydrological (flood) monitoring and forecasting
Seasonal to Interannual climate forecasts
Volcanic ash monitoring
Advanced Hydrological Prediction System
Fire weather
Stream gauging
Tsunami Network (coastal hazard warning system)
Columbia River basin study (flood forecasting)
Watershed and River System Management program, Yakima Basin

NOAA

FGDC (data standards)
CENR (global change, hazards, water)
Satellite data (archive)
Global climate Data and Information System
Protected species management (marine mammal programs & endangered species conservation and management)
Living Marine resources habitat conservation program
Aquaculture development
South Florida Ecosystem Restoration
CENR (environmental monitoring)
U.S. Coral Reef Initiative

Radio frequency management (with NTIA)

Department of the Interior

Protected species management (marine mammal programs & endangered species conservation and management)

Living marine resources habitat conservation program

Aquaculture development

South Florida Ecosystem Restoration

CENR (environmental monitoring)

U.S. Coral Reef Initiative

Radio frequency management (with NTIA)

Interagency Taxonomic Information System

Department of Justice

Marine fisheries enforcement program

National Aeronautics and Space Administration

Polar satellite convergence

FGDC (data standards)

CENR (hazards)

GPSmet satellite

Space launch forecasts

U.S. Weather Research Program

National Ocean Partnership Program

Radio frequency management (with NTIA)

EOSDIS (interoperability, archive)

Pathfinder (data reprocessing)

Satellite data

CENR (global change, hazards)

EOS Missions and instruments (SeaWiFS, TRMM, NSCAT)

NOAA

Global change Data and Information System

Seasonal to Interannual climate forecasts

GLOBE

HPCC

National Science Foundation

CENR (hazards)

GPSmet satellite

U.S. Weather Research Program

CENR (global change, hazards)

University Corporation for Atmospheric Research

GLOBE

Global Climate Data and Information System

National Science Foundation

HPCC
National Undersea Research Program
Sea Grant
Fisheries stock assessment programs, fisheries science program
National Ocean Partnership Program
Harmful algal blooms
CENR (environmental monitoring)
Radio frequency management with NTIA

Department of State

CENR (global change, hazards)
International science and technology agreements
GLOBE
Global Climate Data and Information System, marine pollution
Radio frequency management (with NTIA)
Protected species management (marine mammal programs & endangered species conservation and management)
International fishery management programs
U.S. Coral Reef Initiative
Land-based sources of marine pollution
Satellite and data policy

Department of Transportation

Living marine resources habitat conservation program
NOAA Response to hazardous materials spills
National Marine Sanctuaries (vessel traffic, enforcement)
Nautical and aeronautical charting
CENR (hazards)
FGDC (data standards)
ASOS (environmental monitoring for meteorology and airplane flight safety)
FSL (forecast workstation development)
Volcanic ash monitoring
NEXRAD (weather radar)
GPSmet satellite
National Invasive Species Act
Radio frequency management (with NTIA)

PTO Agency for International Development

Improve systems for effectively granting and protecting intellectual property rights
International training and technical assistance for developing countries

Department of Agriculture

Intellectual property policy proposals

Formulate proposals for intellectual property protection both at home and abroad (plant varieties)

Department of Energy

Handling patent applications having national security implications

Food and Drug Administration

Patent term extension for drug related patents that have received regulatory review.

Department of Health and Human Services

Handling both AIDs-related inventions/information and recombinant DNA information

Department of Justice

Formulate intellectual property policy proposals.

PTO Library of Congress

Formulate Proposals for Intellectual Property/Protection in the U.S. and Abroad

National Science Foundation

Domain Name Dispute Resolution for developing acceptable legal and procedural regimes for settlement of trademark domain name disputes
Report to the President on Science and Engineering indicators. Reports on patenting trends in the U.S. by Standard Industrial code, foreign country and technological activities, and university patenting activity.

Department of State

Formulate Intellectual Property policy proposals
Protection of intellectual property both at home and abroad
Improve international standards for the protection of intellectual property

Department of Treasury

U.S. Customs Service regarding counterfeit goods or services

United States Trade Representative

Formulate intellectual property policy proposals
PTO advises USTR on foreign unfair trade practices for intellectual property (Section 301)
Protection of intellectual property both at home and abroad

Participate in efforts to improve international standards for the protection of intellectual property

TA Agency for International Development

Standards-related training workshops

Department of Agriculture

Grain inspection and measurements

TA Department of Defense

MEP collaboration on forestry and food processing industries, and related agricultural extension issues

Measurement and standards activities for all branches of the military

ATP Source Evaluation Board

ENGV (non-budget)

Department of Energy

Measurement and standards activities

ATP Source Evaluation Board

Environmental Protection Agency

Measurement and Standards activities

Federal Emergency Management Agency

Agreements for measurement and standards research and services

General Services Administration

Agreements for measurement and standards research and services

Department of Health and Human Services

Agreements for measurement and standards research and services

ATP Source Evaluation Board (w/NIH)

Department of Housing and Urban Development

Agreements for measurement research identifying building lead content and abatement techniques

Department of the Interior

Agreements for measurement and standards research

Department of Justice

Agreements for measurement and standards research and services
Labor Participation in Workplace Modernization Pilot Project

TA

National Aeronautics and Space Administration

Agreements for measurement and standards research and services
PNGV (non-budget)

National Science Foundation

Agreements for measurement and standards research and services

Department of State

Coordination in the area of measurements and standards for international trade

Department of Transportation

Agreements to measurement and standards research and services
PNGV (budget)

Department of Treasury

Agreements for measurement and standards research and services in security and electronic data transfers

United States Trade Representation

Coordination in the area of measurements and standards for international trade

Department of Veterans Affairs

Agreements for research in hearing and metrology and performance improvements

NTIA

Department of Agriculture

Spectrum Management (IRAC)

Department of Defense

Telecommunications Research

NTIA Department of Education

Spectrum Management (IRAC)
Universal Service, Internet use in schools, libraries

Department of Energy

Spectrum Management (IRAC)

Environmental Protection Agency

Spectrum Management (IRAC)

Federal Communications Commission

Spectrum Management (IRAC), COMSAT Oversight
Telecommunications Policy, Universal Service, Public Safety
Communications, international conferences

General Services Administration

Spectrum Management (IRAC), COMSAT Oversight

Department of Health and Human Services

Spectrum Management (IRAC)
Telemedicine Policy Development

Department of Housing and Urban Development

Spectrum Management (IRAC)

Department of the Interior

Spectrum Management (IRAC)

Department of Justice

Spectrum Management (IRAC)
Telecommunications Policy Issues

NTIA Department of Labor

Spectrum Management (IRAC)

National Aeronautics and Space Administration

Spectrum Management (IRAC)
PEACESAT

National Science Foundation

Internet issues

Department of State

Spectrum Management (IRAC)

International forums on telecommunications policy (ITU, WTO, OECD, ASEAN, etc)

Department of Transportation

Telecommunications Research (smart vehicles, NEXRAD for FAA, etc)

Spectrum Management (IRAC)

Department of Treasury

Spectrum Management (IRAC)

Appendix B: Obtaining stakeholder input

Note: Each Bureau will send the strategic plan to their stakeholders for input. The strategic plan will also be available on the DOC website with an invitation to comment on the strategic plan.

National Telecommunications and Information Administration

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

Technology Opportunities Program. Program staff regularly consults 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 to solicit comments and feedback on the program including industry meetings and debriefing of expert reviewers during the application review process. The program also conducts outreach workshops for prospective applicants and an annual conference for its constituents during which NTIA requests feedback on the program. In addition, the program periodically solicits public comment on information collections through the renewal process.

NTIA last surveyed the its Federal agency customers in 1998. The survey consisted of an evaluation of the agency's performance. They were also asked to specify: (1) the key or most important benefits; (2) new functions not being provided presently; (3) irritants and bugs and turn-offs; (4) turn-on's; (5) communications performance; and (6) any other suggestions. A customer survey was developed in 1998 for the 20 Federal agencies represented on the Inter-department Radio Advisory Committee (IRAC). Of these 20 agencies, we had 12 responses. In general, the most important NTIA/OSM activity, as determined by the survey, was the functioning of the IRAC, wherein the 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 2. NTIA adopted a number of the IRAC agency recommendations.

NTIA is planning to conduct a new survey at the end of CY2000, resources permitting.

Constituent Involvement in NOAA's Planning Process

Within NOAA, each strategy is managed by a team of experts from key management, operations, and research divisions of NOAA. This allows each team to integrate cross-organization and multidisciplinary expertise to address cross-cutting issues, utilize

ongoing organizational investments to support multiple applications, and reduce duplicated 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 around each of NOAA's two missions, *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 5-year time frame; to identify new work, or modifications to existing work and programs, needed to ensure progress toward meeting strategic goals and objectives; and to examine opportunities to promote collaboration among activities and interested parties to ensure the most effective application of resources.

Utilizing recommendations developed at the workshop, the Strategic Planning Teams prepare 5-year Implementation Plans. These plans are 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 5-Year Implementation Plans constitute the foundation upon which funding requests are made.

Appendix C Alphabetical List of Acronyms

CDA	Arms Control and Disarmament Agency
ACS	American Community Survey
AD	anti-dumping
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 & Natural Resources
CFO/ASA	Chief Financial Officer/Assistant Secretary of Administration
CIAO	Critical Infrastructure Assurance Office
CIP	Critical Infrastructure Program
CM	continuous measurement
CMS	Client Management System
CPI	consumer price index
CVD	counter-veiling 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
EPA	Environmental Protection Agency
EPSCoT	Experimental Program to Stimulate Competitive Technology
ERL	Environmental Research Laboratories
ESA	Economics and Statistics Administration
EZ/EC	Empowerment Zone-Enterprise Community
FEMA	Federal Emergency Management Agency
FFS	Federal Financial Systems
FSL	Forecast Systems Laboratory
FTZ	foreign 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 & Reform Act
GOES	Geostationary Operational Environmental Satellite
GPRA	Government Performance & Results Act
GPS	Global Positioning System
HCHB	Herbert C. Hoover Building
HHS	Department of Health & Human Services
HIA	high impact agency
HPC	Hydrometeorological Prediction Center

I & C	information & 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
MAC	Market Access & 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 & Standards Laboratories
NAICS	North American Industrial Classification System
NAPA	National Academy of Public Administration
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
NSTC	National Science & Technology Council
NTEs	new-to-export firms
NTMs	new-to-market firms
NTIA	National Telecommunications and Information Administration
NURP	National Technology Transfer Center
NWS	National Undersea Research Program
OAR	National Weather Service
OCRM	Office of Oceanic & Atmospheric Research (NOAA)
OEA	Office of Ocean & Coastal Resource Management (NOAA)
OECD	Office of Economic Adjustment
OEE	Organization for Economic Cooperation & Development
OGP	Office of Export Enforcement
OIG	Office of Global Programs
OLIA	Office of Inspector General
OPM	Office of Legislative and International Affairs
ORF	Office of Personnel Management
OSTP	Operations, Research and Facilities
OTEM	Office of Science & Technology Policy
OTP	Office of Trade Event Management
PAC	Office of Technology Policy
PALM	Procurement, Acquisition, and Construction
PBO	Patent Application Locator & Monitoring
PCT	performance-based organization
PNGV	Patent Cooperation Treaty
POES	Partnership for a New Generation of Vehicle
PORTS	Polar-orbiting Operational Environmental Satellite
	Physical Oceanographic Real Time Telemetry Systems

PSN	Promote Safe Navigation
PTDL	Patent and Trademark Depository Library
PTO	Patent and Trademark Office
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	Standards Reference Database
SRMs	Standard Reference Materials
TA	Technology Administration
TAACS	Trade Adjustment Assistance Centers
TCC	Trade Compliance Center
TD	Trade Development
TDA	Trade & Development Agency
TIC	Trade Information Center
TICRS	Trademark Image Capture & Retrieval System
TIAP	Telecommunications Information Infrastructure Assistance Program
TIS	Trademark Information System
TPCC	Trade Promotion Coordinating Committee
TRAM	Trademark Application Monitoring
TRIPs	Trade-Related Aspects of Intellectual Properties
UNEP	United Nations Environment Programme
URAA	Uruguay Round Agreements Act
US FCS	U.S. 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	U.S. Innovation Partnership
USTR	U.S. Trade Representative
WFO	Weather Forecast Office
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Trade Organization

Appendix D. Table of Strategic Goals, Objectives and Strategies

Mission: The Department of Commerce promotes job creation and improved living standards for all Americans through economic growth, technological competitiveness, and sustainable development.

<p>Strategic Goal 1: Provide the Information and the Framework That Enable the Economy to Operate Efficiently and Equitably</p>	<p>Strategic Goal 2: Provide infrastructure for innovation to enhance American Competitiveness</p>	<p>Strategic Goal 3: Observe and Manage the Earth's Environment to Promote Sustainable Growth</p>
<p>Objective 1.1: Provide the Infrastructure to Enable the Participation of All Americans in the New Economy.</p> <p>Strategy: Promote open telecommunications markets and encourage competition. (NTIA)</p> <p>Strategy: Promote exports by small and medium-sized enterprises. (ITA)</p> <p>Strategy: Increase U.S. exports by implementing the National Export Strategy through government-wide coordination of trade promotion and trade finance programs. (ITA)</p> <p>Strategy: Support economic development in economically distressed communities through grants for planning, technical assistance, revolving loan funds and infrastructure. (EDA)</p> <p>Strategy: Provide infrastructure for minority business expansion in the global economy. (MBDA)</p>	<p>Objective 2.1: Provide infrastructural tools and capabilities that improve the productivity, quality, and efficiency of research and innovation processes.</p> <p>Strategy: Provide technical leadership for the Nation's Measurement and Standards Infrastructure, and assure the availability of essential reference data and measurement capabilities (NIST)</p> <p>Strategy: Accelerate technological innovation and the development of new technologies that underpin future economic growth (NIST)</p> <p>Strategy: Improve the technological capability, productivity, and competitiveness of small manufacturers (NIST)</p> <p>Strategy: Improve access to foreign markets by reducing or mitigating the effects of trade barriers caused by standards, technical regulations and conformity assessment procedures (ITA).</p> <p>Strategy: Improve the technological capability, productivity, and competitiveness of trade-injured manufacturers. (EDA)</p> <p>Strategy: Assist other organizations and US businesses in continuously improving their productivity, efficiency, and customer satisfaction by adopting quality and performance improvement practices. (NIST and EDA)</p> <p>Strategy: Analyze and develop technology policies (TA)</p>	<p>Objective 3.1: Enhance conservation of the natural environment All NOAA</p> <p>Strategy: Build Sustainable Fisheries.</p> <p>Strategy: Recover Protected Species.</p> <p>Strategy: Sustain Healthy Coasts..</p>
<p>Objective 1.2: Promote responsible economic growth and trade, while protecting American security</p> <p>Strategy: By use of a dual-use export control system, all transactions that are contrary to U.S. security interests are deterred and all legitimate transactions without proliferation potential occur with minimal -- or no -- government requirements. (BXA)</p> <p>Strategy: The United States is in full compliance with the Chemical Weapons Convention (CWC) and, simultaneously, all confidential business information of U.S. companies subject to CWC inspection has been and remains effectively protected. (BXA)</p> <p>Strategy: The U.S. defense industrial base is healthy and competitive (BXA)</p> <p>Strategy: Violations of export control laws deterred, and violators identified and successfully prosecuted. (BXA)</p> <p>Strategy: Export controls of key nations are strong and effective(BXA)</p> <p>Strategy: An integrated system is being used to secure the Nation's various independent and interdependent infrastructure components (BXA)</p> <p>Strategy: Improve American competitiveness and access to foreign markets by enforcing compliance with U.S. trade laws and agreements..(ITA)</p> <p>Strategy: Exert leadership in international efforts to protect the natural environment, including trade negotiations and trade promotion. (NOAA and ITA)</p> <p>Strategy: Minimize the effects of crises by preparing the U.S. telecommunications and information infrastructure to operate under extreme conditions (NTIA).</p> <p>Strategy: Ensure radio spectrum—a scarce natural resource essential to all communications--provides the greatest benefit to all people. (NTIA)</p>	<p>Objective 2.2: Protect intellectual property</p> <p>Strategy: Help protect, promote and expand intellectual property rights in U.S. and abroad. (PTO and ITA)</p> <p>Strategy: Grant exclusive rights to inventors (PTO)</p> <p>Strategy: Enhance trademark protection.(PTO)</p> <p>Strategy: Promote use of patent and trademark information. (PTO)</p>	<p>Objective 3.2 Improve understanding and prediction of the natural environment ALL NOAA</p> <p>Strategy: Advance Short-Term Warnings and Forecasts.</p> <p>Strategy: Provide Seasonal to Interannual Climate Forecasts.</p> <p>Strategy: Predict and Assess Decadal to Centennial Change.</p> <p>Strategy: Promote Safe Navigation.</p>
<p>Objective 1.3: Support effective decision making of policymakers, businesses and the American public.</p> <p>Strategy: Develop relevant, timely, and accurate national and community economic and household statistics for decision-making. (ESA and ITA)</p> <p>Strategy: Define, through consultations, policy assessment, planning, research, experiments and evaluations, the plan for the 2010 Census. (ESA)</p> <p>Strategy: Continue improving planning and technical assistance programs for effective economic development decision making by policymakers (EDA)</p>	<p>Objective 2.3: Provide the infrastructure for a digital economy and digital government</p> <p>Strategy: Facilitate transformation of the economy to electronic transactions.</p> <p>Strategy: Improve U.S. competitive advantage through global e-Commerce.</p> <p>Strategy: Promote the availability and sources of advanced telecommunications and information services. (NTIA)</p>	

Appendix D. Table of Strategic Goals, Objectives and Strategies (Continued)

Mission: The Department of Commerce promotes job creation and improved living standards for all Americans through economic growth, technological competitiveness, and sustainable development.

Strategic Goal: Strengthen Management at All Levels

Objective: Promote efficient and effective resource management

Strategy: Acquire and manage fiscal resources necessary to support goals.

Strategy: Acquire and manage human resources necessary to support goals.

Strategy: Acquire and manage technology resources necessary to support goals.