

**OUR MISSION, VISION,
STRATEGIC GOALS, AND
OBJECTIVES**

DEPARTMENT OF COMMERCE



UNITED STATES OF AMERICA

Our Mission, Vision, Strategic Goals, and Objectives

Mission Statement

The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.

Vision

For almost 100 years, the Department of Commerce has partnered with U.S. businesses to maintain a prosperous, productive America that is committed to consumer safety and the protection of natural resources. Together, we have a record of innovation in manufacturing, transportation, communications, measurement, and materials that has helped to sustain U.S. leadership of the international marketplace. By assisting the private sector, our vision is that the United States continues to play a lead role in the world economy.

Strategic Goals

To achieve this mission and fulfill our vision, we have three strategic goals and a management integration goal. Each strategic goal involves activities that touch American lives every day.

GOAL 1: *Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers*

General Goal/Objective 1.1: Enhance economic growth for all Americans by developing partnerships with private sector and nongovernmental organizations.

General Goal/Objective 1.2: Advance responsible economic growth and trade while protecting American security.

General Goal/Objective 1.3: Enhance the supply of key economic and demographic data to support effective decision-making of policymakers, businesses, and the American public.

Activities

- Collect, analyze, and disseminate demographic and economic data to serve public and private decisionmakers at all levels, on fiscal and monetary policy, business finance and investment strategy, and personal household economic matters.
- Provide leadership in trade promotion, economic development, and economic analysis.

- Open foreign markets to U.S. exports by ensuring compliance with U.S. negotiated international trade agreements.
- Provide investments and technical assistance for economic development projects in economically distressed communities.
- Promote private and public sector investment in minority businesses.
- Facilitate the export licensing process, provide guidance to the exporting community, and monitor and support the U.S. defense industrial and technological base.
- Enforce export control and anti-boycott laws consistent with national security and foreign policy objectives.
- Enforce U.S. trade laws to ensure U.S. firms compete on a level playing field.

GOAL 2: *Foster science and technological leadership by protecting intellectual property, enhancing technical standards, and advancing measurement science*

General Goal/Objective 2.1: Develop tools and capabilities that improve the productivity, quality, dissemination, and efficiency of research.

General Goal/Objective 2.2: Protect intellectual property and improve the patent and trademark system.

General Goal/Objective 2.3: Advance the development of global e-commerce and enhanced telecommunications and information services.

Activities

- Facilitate the implementation of new technologies used in both the workplace and home.
- Advise the President on domestic and international communications policy and manage the federal government's use of the radio frequency spectrum.
- Promote the availability and support new sources of advanced telecommunications and information services.
- Partner with industry to provide technical leadership for the nation's measurement and standards and technological infrastructure.
- Make commercial transactions and international trade more efficient by establishing national standards and assuring national and international traceability to these standards.
- Ensure the intellectual property system contributes to a strong economy, encourages investment in innovation, and fosters the entrepreneurial spirit.

GOAL 3: *Observe, protect, and manage the Earth's resources to promote environmental stewardship*

General Goal/Objective 3.1: Advance understanding and predict changes in the Earth's environment to meet America's economic, social, and environmental needs.

General Goal/Objective 3.2: Enhance the conservation and management of coastal and marine resources to meet America's economic, social, and environmental needs.

Activities

- Make possible daily weather reports.
- Alert Americans of impending severe storms.
- Monitor and predict changes in our oceans and global climate.
- Protect and manage our precious coastal resources and fisheries.
- Promote safe navigation by continuing to map uncharted waters and revising previously mapped areas.

MANAGEMENT INTEGRATION GOAL: *Achieve organizational and management excellence*

The Department has established a management integration goal, applicable with equal importance to all bureaus. Just as the first three goals are in line with the forces that will drive the U.S. economy of the future, the management integration goal is in line with the driving trend toward more effective organizational management in both public and private settings.

Our progress in pursuit of these five-year goals may be assessed in annual increments through the use of specific performance goals and measures established for each objective. The Department's Annual Performance Plan describes in greater detail the performance goals that we employ to achieve our strategic goals and objectives, and includes our analysis of the capital, information, and other resources that we will require to meet these goals.

Fulfillment of the Department's mission and supporting strategic goals is accomplished through its bureaus. Each bureau has a broad range of responsibilities and functions, described briefly in the following sections.

Strategic Goal 1

Provide the information and tools to maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers

The Department'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.

The Economics and Statistics Administration (ESA) monitors and measures socioeconomic and macroeconomic trends. The Bureau of Economic Analysis (BEA) produces the gross domestic product and related economic measures that provide essential information to improve decision-making on such matters as monetary policy, federal and state budget projection, allocation of federal funds to states, and trade negotiations. The Census Bureau supports BEA by collecting statistical information about the economy. The Census Bureau also provides demographic information about U.S. society by conducting regular surveys and Decennial Censuses that are used by federal, state, and local officials and by private stakeholders to make important policy decisions. Full implementation of the new American Community Survey (ACS) will in the future provide additional annual data—data that will be more detailed and more timely than are available now. The Census Bureau also provides official measures of electronic commerce (e-commerce) activity and is evaluating how e-commerce affects existing measures of economic activity.

The International Trade Administration (ITA) assists the growth of small export businesses, enforces U.S. trade laws and trade agreements, maintains U.S. trade with established markets, promotes new business with emerging markets such as China, and improves access to overseas markets by identifying and pressing for the removal of tariff and nontariff barriers. ITA also improves access to foreign markets by enforcing compliance with U.S. trade laws and agreements.

The Bureau of Industry and Security (BIS) advances U.S. national security, foreign policy, and economic interests. BIS's activities include regulating the export of sensitive goods and technologies in an effective and efficient manner; enforcing export control, antiboycott, and public safety laws; cooperating with and assisting other countries on export control and strategic trade issues; assisting U.S. industry to comply with international arms control agreements, monitoring the viability of the U.S. defense industrial base, and seeking to ensure that it is capable of satisfying U.S. national and homeland security needs; and promoting public-private partnerships to protect the nation's critical infrastructures.

The Economic Development Administration (EDA) assists economically distressed communities by promoting a favorable business environment through its strategic investments in public infrastructure and technology. These investments help attract private capital investment and jobs that address problems of high unemployment, low per capita income, and severe economic challenges. EDA supports effective decision-making by local officials through its capacity-building programs.

The Minority Business Development Agency (MBDA) helps minority-owned businesses obtain access to public and private debt and equity financing, market opportunities, and management and business information to increase business growth in the minority business community.

Challenges and Perspectives

The Department faces a number of key challenges. The following are viewed as among the most significant as a result of their importance to our mission, or their complexity, cost, or urgency.

● *Ensuring a Fair Avenue for Trade*

Many of the world's countries are developing increasingly sophisticated techniques to protect their home markets from foreign sales and to provide unwarranted subsidies or other benefits to their own firms. Such actions negatively affect the ability of American firms to sell overseas—and the 10 percent of American jobs that depend on our nation's international trade. To effectively deal with these foreign behaviors, we face three specific tasks or attitudes. First, we must ensure that our staff has the appropriate skills and training. Secondly, we must effectively engage in bilateral and multilateral negotiations. Finally, we must find and employ more effective ways of encouraging American companies to share with us the necessary data to allow Commerce to successfully protect U.S. interests.

● *EDA Reauthorization*

The Department's EDA was reauthorized in 1998 for five years. We require reauthorization in 2003 so that we may continue providing economic assistance to areas experiencing economic distress. The continuity of these programs helps our nation promote higher-skill, higher-wage jobs and leverage private sector investment.

● *Meeting Users' Needs for Quality Economic Measures*

The ever-changing U.S. and world economies require our constant diligence to develop new measures and methods to accurately and reliably measure the U.S. economy and its interactions abroad. To meet this challenge, the Department and the experts at the BEA and the Census Bureau are seeking to develop new estimation methods, improve data sources, increase access to real-time data, and generate more timely measures. These improvements will support our ability to provide the most timely, relevant, and accurate economic measures that are increasingly required by our nation's business leaders and policymakers.

● *Being a Catalyst for Minority Business Growth*

We will continue to help strengthen America's minority businesses in two areas: access to capital and competing online. Minority-owned businesses are concentrated in industries with low rates of capital investment, and historical trends show that the rates of minority ownership drop sharply as firm size and need for capital increase. Our experts will design and implement programs to reduce this barrier. In addition, electronic commerce has become a vehicle for contract bundling and online auctions. Bundling, which is increasingly used for global sourcing, has introduced additional competitors to America's minority firms. Also, being unfamiliar with reverse auctions, minority firms have tended to bid below costs and place themselves at risk of bankruptcy. Department experts will seek to reduce these barriers to minority business survival and growth.

● *Census 2010 Reengineering*

Our Census experts will continue to reengineer plans and processes to improve coverage, reduce risk, and contain costs for the 2010 Census. We will be exploring technological and methodological innovations. In addition, the federal government and others throughout the country will be more widely using the ACS, which the Census Bureau has been testing since 1996. We expect to establish the survey as a regular annual data collection instrument to provide yearly information updates on subjects that have been covered in the past by the Decennial Census "long form." Success with the ACS would substantially simplify the 2010 Census. Using only short forms would enable us to focus resources on improving coverage and efficiency, thereby containing costs.

Strategic Goal 2

Foster science and technological leadership by protecting intellectual property, enhancing technical standards, and advancing measurement science

The Department's second strategic goal is to provide the infrastructure that will enable U.S. businesses to maintain their technological advantage in world markets. Globalization and recent technology-driven productivity gains are providing new challenges. Continued partnership, collaboration, and cooperation between the Department and industry will enhance and promote the nation's technological edge.

Intellectual property is a key issue in the competitive free-enterprise system. By continuing to protect intellectual endeavors, and thereby encourage technological progress, the U.S. Patent and Trademark Office (USPTO) preserves the nation's technological edge, which is a key to its current and future competitiveness.

Technological advances serve as the drivers for strong economic vitality, solid increases in productivity, increased rates of investment, and high-wage job growth, all of which combine to produce higher standards of living. Maintaining technological innovation preeminence is critical to our nation because it fuels sustainable economic expansion, improves our quality of life, protects our homeland, helps us meet many future needs, holds promise for the future of education, and improves the standard of living for the world as a whole through export of the resulting products of that innovation. The Technology Administration (TA) serves as a focal point to foster the development, diffusion, and adoption of new technologies; to disseminate information on U.S. and foreign technology strategies and best practices; and to create a business environment conducive to innovation. TA addresses these issues through the Office of Technology Policy (OTP), the National Institute of Standards and Technology (NIST), and the National Technical Information Service (NTIS). OTP develops recommendations and advocates policies and initiatives to use technology to build economic strength. To assist in fostering innovation, OTP manages the National Medal of Technology program, the highest honor bestowed to America's leading innovators by the President. Through NIST, a world-class, world renowned facility with two Nobel Prize winners, TA conducts cutting-edge research; and develops and disseminates measurement techniques, reference data and materials, test methods, standards, and other infrastructural technologies and services required by U.S. industry to maintain competitiveness. Through NTIS, TA meets the challenge of permanent preservation of and ready access to the taxpayers' investment in research and development through the acquisition, organization, and preservation of the documents and publications added annually to the permanent collection. NTIS also 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, and makes public access to the bibliographic database available to all users.

The National Telecommunications and Information Administration (NTIA) advocates for policies and conducts technical research that supports delivery to all Americans of the latest telecommunications technology and services. NTIA manages federal use of the radio spectrum, promotes the use of spectrum that most efficiently serves all Americans, and maintains readiness for response to crises. NTIA supports innovative telecommunications and information technologies through basic research performed at its laboratory, the Institute for Telecommunication Sciences (ITS). ITS performs extensive basic research on the quality of digital speech, audio, and video compression and transmission characteristics. This research has the potential to improve both the performance of telecommunications networks and the availability of digital content on the Internet.

Challenges and Perspectives

The Department faces a number of key challenges. The following are viewed as among the most significant as a result of their importance to our mission, or their complexity, cost, or urgency.

- *Planning for Facilities Construction and Renovation*

During this decade, we will spend several billion dollars on 38 construction and renovation projects that are currently in planning or early development stages. To ensure optimal use of funds, we are monitoring the progress, schedule, costs, and plans of each project so that we can identify and correct potential problems as early as possible. Construction projects include a \$1.3 billion leased facility for relocating the USPTO within a single campus for a 20 year period, a \$235 million advanced measurement laboratory to ensure adequate capability to measure increasingly sophisticated and miniaturized products, and \$340 million for two new buildings for our Census Bureau and the renovation of NIST laboratories in Gaithersburg, Maryland, and Boulder, Colorado.

- *Processing of Patent and Trademark Applications*

Over the past decade, the USPTO has faced an increasing demand for its products and services, particularly the filing of patent and trademark applications. Patent filings, which increased dramatically in FYs 1999 and 2000, increased at a lower rate in FYs 2001 and 2002, consistent with a declining economy. Despite the decrease, the number of applications filed was the fourth highest level ever recorded. Based on indications that the economy is expected to improve slowly, patent and trademark application filings are expected to grow at a single-digit rate during the planning horizon.

In recent years, the greatest growth in patent filings has been in the more complex areas of electrical/computer engineering and biotechnology/bioinformatics technologies. To more effectively manage its workload, the USPTO is focusing on deployment of full electronic application processing, a radical redesign of the entire patent search and examination system, and restructuring the agency's fee schedule to provide incentives to its customers.

In the *21st Century Strategic Plan*, the USPTO is committed to controlling patent and trademark pendency times through aggressive timeliness goals. Assuming the resources contemplated by the plan are available, for patents, the USPTO will make available, on average, a first office action for first-filed U.S. non-provisional patent applications, at the time of 18 month publication, and a patent search report for other patent applications in the same time frame—by far the fastest in the world. At the same time, the USPTO will continue to pursue the ultimate goals of achieving 18 month pendency. Likewise, trademark first action pendency and total pendency will be two and twelve months respectively in FY 2008 and thereafter. To achieve this, the USPTO has begun implementing its aggressive strategic plan to transform the agency from a one-size-fits-all patent and trademark process into a quality-focused, responsive, market-driven intellectual property system.

The USPTO's *21st Century Strategic Plan* emphasizes quality in every initiative and productivity as the key to reducing pendency and inventory, while transforming the agency into an information age, e-commerce style, paperless agency that reflects the values of the President's Management Agenda. The plan emphasizes excellence in examiner staffing through certification and recertification of knowledge, skills and abilities; greater use of electronic systems and outside resources to process patent and trademark applications; and a faster, less costly alternative to the courts for challenging patents.

Strategic Goal 3

Observe, protect, and manage the Earth's resources to promote environmental stewardship

The National Oceanic and Atmospheric Administration (NOAA) envisions a twenty-first century in which environmental stewardship, assessment, and prediction serve as keystones to the enhancement of economic prosperity and quality of life and to the improved protection of lives and property.

The twenty-first century poses complex challenges for NOAA. Every aspect of NOAA's mission—ranging from managing coastal and marine resources to predicting changes in the Earth's environment—faces a new urgency, given intensifying national needs related to the economy, the environment, and public safety. As the new century unfolds, new priorities for NOAA action are emerging in the areas of climate change, freshwater supply, ecosystem management, and homeland security.

NOAA responds to all of these challenges through its own strategic plan, which forges a path for meeting the needs of the nation today and addressing the critical issues of tomorrow. NOAA has set an agenda for wise investment of finite resources through four mission goals, namely:

- Improve protection, restoration, and management of coastal and ocean resources through ecosystem-based management.
- Increase understanding of climate variability and change.
- Improve accuracy and timeliness of weather and water information.
- Support the nation's commerce with information for safe, efficient, and environmentally sound transportation.

The elevation of ecosystem management and climate science to high-priority goals is noteworthy, and intended to meet the challenges of the twenty-first century. In recent years, extreme drought and flood conditions in large regions of the nation combined to make improved water resources prediction an urgent issue for NOAA's future weather and climate mission. Human health linkages with weather, climate, and ecosystem goals are also priorities. The emphasis on the nation's needs for expanded commerce and economic development directly relates to the Administration's focus on a healthy and growing economy.

Challenges and Perspectives

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- *Strengthening Our Stewardship of Marine Resources*

Many of our nation's fisheries and other living marine resources are at risk due to over-fishing or from other human-induced or environmental changes. The deterioration of our natural resources impacts our food supply, creates losses to our economy, and challenges our ability to meet domestic and international agreements for the protection of these resources. We will vigorously meet these challenges by improving the quality and scope of our science to better assess the state of fisheries and other marine resources, including what factors influence their recovery and sustainability. We will apply this knowledge to formulate the most appropriate policies for ensuring the future health of our nation's marine resources, such as our plan for restoring salmon runs in the Pacific Northwest. Through such policies we will obtain the greatest economic and social benefits to the nation from these precious resources.

Management Integration Goal

Achieve organizational and management excellence

The Department's management integration goal—to achieve organizational and management excellence—is equally important to all bureaus.

All Departmental bureaus will seek to achieve more efficient and more effective management by:

- Acquiring and managing the fiscal and related resources necessary to support program goals.
- Acquiring, managing, and developing a diverse, skilled, and flexible staff, using information technology as an essential tool.
- Acquiring and managing the technology and related resources to support program goals.

The Department is moving aggressively toward meeting the goals of the President's Management Agenda. The five government-wide management improvement initiatives include strategic human capital management, expanding e-government, competitive sourcing, strengthening financial management, and more effectively integrating budget and performance management.

Challenges and Perspectives

The Department faces a number of key challenges. The following are viewed as among the most significant as a result of their importance to our mission, or their complexity, cost, or urgency.

- *Enhancing Information Security Throughout the Department*

The Department will be broadening the protection afforded its information systems and data. Every system throughout the Department and its bureaus is subject to well-managed risk assessments, which include documenting successful testing or a specific plan for taking remedial action. We will be revising our information technology and security policies and requirements to ensure that they reflect federal standards, best practices, and state-of-the-art advances in controls, evaluation, accreditation, and contingency planning.

- *Emergency Preparedness within the Department*

The nation continues to face significant vulnerabilities in our ability to respond to emergencies. The Department has developed a comprehensive Continuity of Operations Plan (COOP) and has instituted a rigorous testing program. Similarly, COOPs for certain of the bureaus and specific field locations are undergoing testing and further refinement. We are currently working to complete all appropriate testing and implementation of these plans, which address all requirements for maintaining essential activities and re-establishing normal operations in the event of an emergency, e.g., human resources, facilities and infrastructure, and information technology systems.

Occupant emergency plans and emergency response structures have been reviewed, have been revised where necessary, and are in place for most sites. We are continuing to develop enhanced response capabilities for all types of emergencies, recognizing that it is a massive task to ensure our preparedness for many different types of emergencies across the country. The Department will continue to emphasize the importance of effective preparation, work cooperatively with other federal agencies, seek the advice of experts, and allocate resources in the most productive manner possible.

● *Future Workforce Requirements*

Like other agencies, the Department faces significant challenges in ensuring an appropriately sized and competent workforce. During the next five years, approximately one-half of the Commerce workforce will become eligible for retirement, leading to the potential for significant loss of experience and institutional memory. During the coming decade, we will also face requirements that our workforce become increasingly specialized and expert in several fields in which prospective hires will be in high demand. At the same time, we must ensure that our employees are representative of the nation's population. To meet these needs, the Department will examine and modify its hiring practices, explore options for more effectively competing with private sector employers, and seek any appropriate changes in laws and regulations needed to allow the Department to enhance its appeal to America's workforce.

Relationship of Departmental Strategic Goals to Bureau Performance Goals

The Department is a diverse organization having a wide variety of roles and responsibilities to satisfy its mission. In developing the strategic goals while integrating the budget with the strategic plan, Commerce identified those strategic goals to which each bureau applied in measuring their activities and performance. Therefore, performance goals within each bureau are aligned with one of the Department's strategic goals. As such, bureau performance goals and measures serve as a means to evaluate Commerce's progress in achieving its strategic goals and overall mission.

President's Management Agenda

Departmental Management (DM) exercises oversight for Department-wide policies and procedures and works with the bureaus to implement government-wide and DM reforms. These reforms, intended to achieve President Bush's vision of a citizen-centered, results-oriented, and market-based government, include the five crosscutting initiatives established in the President's Management Agenda: (1) strategic management of human capital, (2) competitive sourcing, (3) improved financial performance, (4) expanded electronic government, and (5) budget and performance integration.

① *Strategic Management of Human Capital*

Workforce projections show that more than half of the federal workforce will be eligible for retirement within the next five years. To respond to this extraordinary surge in prospective retirements, the Department is taking steps to ensure that it retains vital knowledge, skills, and management capabilities through workforce analyses, recruitment and retention plans, and a Senior Executive Service candidate program.

The Department strives to create an environment in which all employees are valued for the diverse mix of talents, skills, and experiences they bring to the workplace; receive the training opportunities needed to effectively carry out ever-evolving program responsibilities; and are able to effectively balance professional responsibilities with family commitments.

2 *Competitive Sourcing*

The competitive sourcing initiative offers opportunities for the federal government to improve program efficiency and realize significant cost savings through increased competition. Historical data suggest that cost savings in the range of 20 percent to 50 percent can be achieved when federal and private sector service providers compete. The Department is opening competition for performing activities that can be carried out by private firms, such as administrative support and payroll services.

New opportunities for competition continually arise as a result of gradual changes in program responsibilities and private sector capabilities. Using the tools provided by the Federal Activities Inventory Reform Act, the Department is conducting competitions and converting positions. In so doing, we are assessing the appropriateness and cost-effectiveness of using the private sector to perform operations currently performed by the federal government.

3 *Improved Financial Performance*

Accurate and timely financial information is integral to optimum performance and accountability. The Department continues to work toward producing clean audits to support effective management. The Department is using technology to continue to add new bureaus to the Commerce Administration Management System to improve its overall financial performance. This system, when used by all bureaus, will provide accurate and timely information that supports the Department's performance and is inherent in providing accountability to the American people. The Department will continue to reduce the number of deficiencies that could affect the Department's ability to reliably record, process, or report financial data.

4 *Expanded Electronic Government*

Expanded electronic government is key to fostering citizen-centered government with a greater volume of service at lower cost. The Department spends almost \$1 billion on IT each year. We will ensure that this investment is wisely used to:

- Safeguard the security and integrity of the Department's IT systems.
- Implement applications to address common requirements such as e-grants, e-regulation, and e-signatures.
- Provide citizen-centered service by creating easy-to-find single points of access to the Department's programs, including a government-wide e-procurement portal.
- Increase the ease of electronic access for persons with disabilities.

5 *Budget and Performance Integration*

Program results will offer the taxpayers a transparent view of how their tax dollars are being spent at the federal level. Challenges in assessing program performance in relation to budget resources include improving the way that the Department's programs are assessed, the integration of financial and budget information, and determining how the Department can best report program performance. The Department is ensuring accountability at the highest levels of the organization, including bureau heads, and is integrating analysis, presentation, and execution of budget and performance efforts throughout the Department.

In addition to these five government-wide initiatives, the Department has launched an initiative to ensure that our employees are able to carry out their program activities in a safe and secure environment.

- A Department Emergency Operations Center has been established and a Departmental COOP has been developed. We are now testing the COOP plan as well as examining Commerce-specific programs to identify those activities that involve special security requirements.
- The Employee Safety and Health Program is being reinvigorated through the re-establishment of the Department's Safety Council, recruitment of a new Director for Occupational Safety and Health, development of a communications campaign to disseminate educational materials to Department employees, and implementation of a Safety Program Action Plan to address a wide range of concerns such as safety training and awareness, workplace inspections, and health services.