

U.S. Bureau of Economic Analysis Strategic Plan for FY 2005–FY 2009

Mission

THE Bureau of Economic Analysis (BEA) promotes a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic accounts data in an objective and cost-effective manner.

Vision

To be the world's most respected producer of economic accounts.

Values

- Integrity: Maintaining the sterling reputation of BEA and its statistics.
- Quality: Producing timely, relevant, and accurate statistics.
- Excellence: Fostering staff excellence and recognizing and rewarding employee contributions.
- Responsiveness: Providing customers with the programs and services they need.
- Innovation: Using technology and new methodologies to meet measurement challenges.

U.S. Department of Commerce Strategic Plan FY 2004–FY 2009 “American Jobs, American Values”

The mission of the U.S. Department of Commerce is to “create the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.” To achieve this mission, it established a set of strategic goals and objectives to guide the core missions of its agencies and programs as defined in *U.S. Department of Commerce Strategic Plan: FY 2004–FY 2009*. The following goals and objectives define BEA's mission within the Department of Commerce:

Strategic Goal 1: Provide the Information and Tools to Maximize U.S. Competitiveness and Enable Economic Growth for American Industries, Workers, and Consumers.

Performance Goal: Promote a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic data in an objective and cost-effective manner.

This performance goal is BEA's mission. Derived directly from this framework, BEA established four strategic objectives to guide its planning and operations. These objectives, described in detail below, define what BEA seeks to accomplish. The milestones included in the following tables provide the road map to achieve these objectives and, ultimately, BEA's mission. BEA's performance toward each objective is measured by an evaluation of the milestones and by one or more of six performance measures described in the *U.S. Department of Commerce, FY 2006 Annual Performance Plan*.

Challenges Facing BEA

The BEA Strategic Plan identifies three significant challenges for the organization over the next five years and develops strategies and milestones to address them. These three challenges include:

1. Measuring a constantly changing economy. The U.S. economy is in constant flux as is its relationship with the economies of the world. BEA is challenged to understand the structural changes in the economy and its international interactions, improve the statistical methods used to measure these changes, and locate and incorporate data sources to capture the changes. Much work has been done to improve BEA's measurement of the economy, but there is always more to do. To address the challenge, BEA has developed a long-term strategy that seeks to make some important changes in order to further improve economic measurement. First, BEA has renewed its commitment to provide expert economic research and has begun to reestablish a senior research division within the accounts. These expert economists are charged with tracking and understanding the changes in the U.S. economy and its international relationships and making recommendations for statistical improvements.

BEA In Summary

BEA produces the gross domestic product (GDP), balance of payments, state personal income, input-output accounts, and other economic statistics. These statistics enable government and business decisionmakers, researchers, and the American public to follow and understand the performance of the Nation's economy. To do this, BEA collects source data, conducts research and analysis, develops and implements estimation methodologies, and disseminates statistics to the public.

In addition, BEA has begun to increase its coordination with other Federal statistical agencies and private data source providers in an effort to improve the quality and frequency of source data by filling gaps that exist in BEA accounts. Recent successes include the establishment of the quarterly services survey at the Census Bureau, improved salary and wages data from the Bureau of Labor Statistics (BLS), and the support from the Administration and Congress to acquire and incorporate more private sector real-time data into the estimates.

This Strategic Plan includes strategies and milestones that will position BEA in a manner that will allow it to more quickly adjust and adapt to economic changes. By achieving this goal, BEA will be able to provide the Nation's leaders with the most timely, relevant, and accurate economic tools required.

2. Integrating Federal economic accounts. The decentralized statistical system of the United States has served the Nation well, but there are some costs. For example, similar measures produced by different agencies have non-comparable definitions and data sources that, at times, produce results that are inconsistent and confusing to users. The growing demand for economic analysis necessitates that BEA, BLS, and the Federal Reserve, along with the Census Bureau, which provides the statistical foundation for the accounts, begin to make their accounts more consistent and integrated. This lack of integration and problems of consistency have hampered analyses of issues such as the downward trend in personal savings and the sources of recent improvement in growth and productivity.

As part of the BEA 5-year Strategic Plan, BEA includes milestones to work with its sister statistical agencies to improve integration. Additional sets of milestones provide the guidelines and timetables for BEA to conduct its own internal integration between the industry, national, international, and regional accounts. This effort will help BEA move toward similar definitions, methodologies, and data sources in order to produce estimates that are consistent across accounts and less confusing to users.

3. Building and developing a skilled workforce. BEA is its people. The quality of BEA statistics is dependent on the knowledge and skills of its staff. With the increasingly complex and changing economy, the demands are growing for BEA staff to be at the leading edge of economic change and provide for innovative solutions to measurement. To face these challenges, BEA has developed a human capital strategy, along with other management initiatives, that is reflected in this Strategic Plan. This strategy includes a number of integrated activities. One aspect is to develop an informed understanding of the core competencies of the current workforce and build specialized training programs to fit the needs of the organization and individuals. This will ensure that BEA employees are able to quickly respond to changes in the

economy and develop appropriate solutions. A second aspect of the strategy is to strengthen the organization's abilities to recruit, hire, and retain the most qualified and best trained economists, accountants, and support staff to produce the economic measures required for informed policy and business decisionmaking. A third aspect is planning for succession to ensure that the expert knowledge of BEA programs is passed along to the next generation of BEA employees.

BEA Strategic Objectives

Strategic Objective 1: CUSTOMERS. Make BEA's economic accounts and services more responsive to the needs of its customers and partners.

BEA has made significant strides in improving its relationships with its customers and partners. This Strategic Plan identifies specific actions that address this objective of establishing and improving two-way communication with customers through regular customer surveys and other sources of feedback; expanding outreach efforts to data users, Congress, trade associations, the business community, and the news media through the more effective use of technology, partnerships, and informational materials; upgrading the technology used to collect and disseminate information; and continuing to improve the BEA Web site to provide more explanations, background information, searchable links to metadata, and other interactive features.

Sustaining and enhancing BEA's external communications—BEA will continue implementing strategies that reinforce the effectiveness of external communications, specifically improving recognition, design, and content of all external communications tools. To ensure that BEA's existing statistical products are easy to access, BEA must continue to make customer-centric enhancements to its Web site. It also must improve external communications directly to the news media and to potential users of BEA's statistics in the business community, state and local governments, academia, think tanks, the Administration, and Congress. Based on an evaluation of customer needs, BEA will work to improve existing external communications products and develop new products and services to meet customer needs.

Providing opportunities for user feedback—Feedback from BEA users is critical to ensure BEA products and services are relevant to those who use them. Comments from users have led to important improvements in BEA estimates and in how BEA information is disseminated. BEA has developed a number of mechanisms for soliciting comments from its users. The BEA Advisory Committee is a committee of experts who meet twice a year to advise the organization on ways to improve its estimates and services. This Strategic Plan is provided to users and stakeholders, including BEA employees, to

solicit comments on the direction of BEA programs and services. BEA staff participate in a number of international organizations as well as U.S. trade and membership organizations to seek their comments on how BEA can improve the way it does business. BEA also receives important feedback directly from users through its annual Customer Satisfaction Survey and through a satisfaction survey targeted specifically at the BEA public Web site.

Performance: Performance under Strategic Objective 1 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone:

- **Timeliness:** Reliability of delivery of economic data,
- **Relevance:** Customer satisfaction, and
- **Accuracy:** Percent of GDP estimates correct.

A summary of BEA targets and performance measures can be found at the end of this section.

Strategic Objective 2: EMPLOYEES. Attract, develop, and retain a highly qualified, diverse workforce prepared to innovate and improve BEA's statistics.

BEA's strength is its employees. This Strategic Plan identifies specific actions that address such workplace objectives as improving employee retention and recruitment by more effectively using the flexibility of the Personnel Management Demonstration Project, supporting continuous career development for all employees, providing employee training directed toward future workforce needs, and improving the system for recognizing and rewarding employees for their work.

Sustaining and enhancing BEA's internal communications—BEA is committed to ensuring that all employees receive prompt and complete information about BEA organization, priorities, policies, events, management guidance, and other activities important to maintaining a high-quality and efficient workplace. BEA employees regard such internal communications as essential and often recommend means to improve them. BEA will work to evaluate and implement new and innovative methods to disseminate information to its workforce. Goals include more frequent formal and informal staff meetings, an enhanced Intranet, and expansion of communications products and services, all aimed at improving BEA's internal communications infrastructure.

Assessing and improving BEA's organizational climate—Recruitment and retention is a challenge at BEA as it is throughout the Federal sector. BEA recognizes that the quality of the workplace is a key factor in both recruitment and retention. To ensure continuous improvements to the quality of its workplace, BEA has established a Quality of Worklife program and conducts organiza-

tional assessment surveys aimed at improving the workplace. BEA also has established an employee-based process to act on the results of the survey and further improve the workplace environment.

Managing BEA's workforce toward accomplishment of the mission—To remain on the leading edge of economic measurement, BEA must continue to provide specialized programmatic training to its employees. BEA's training dollars currently are being spent on information technol-

Who Uses BEA Measures?

GDP and National Accounts:

- White House and Congress to prepare the budget estimates and projections.
- Federal Reserve to set monetary policy.
- Wall Street to provide primary indicators of national economic activity.
- Business community to plan financial and investment strategies.

Industry Data:

- Industry and academia to conduct industry studies on productivity.
- U.S. International Trade Commission to measure the impact of trade policies.
- Trade associations to assess cross-industry impact of economic and regulatory changes.
- National and local leaders to assess impact of economic shocks, such as terrorist attacks or natural disasters, on particular industries.

Investment and Trade Data:

- Trade policy officials to negotiate international trade agreements.
- Analysts and policymakers to assess the impact of international investment and trade (i.e., globalization) on the U.S. economy.
- Business managers to assess market size, judge market direction, and assess their market shares.
- Trade association officials to identify key export markets, and to assist in deliberations of trade or investment agreements.
- Federal government agencies to calculate international price indexes and understand behavior of multinational companies.

Regional Estimates, including State Personal Income, Gross State Product, and Regional Multipliers:

- Federal government to distribute over \$190 billion in federal funds.
- State governments to plan state spending, make revenue estimates, and track the state economy.
- Business and development officials to measure the impact of business development on regional growth.

ogy training, academic coursework, managerial training, and other general skills-building programs. The Bureau recognizes the need for investing in its employees in a more strategic manner. In this Plan, BEA proposes to develop a more strategic approach to training its workforce by conducting an assessment of core competencies and developing a training program designed specifically for BEA and its skills needs. This Strategic Plan will ensure that developmental needs for all career paths are met and our employees are prepared to meet current and future challenges.

Sustaining and enhancing workforce safety and security—BEA recognizes that providing a safe work environment for all of its employees is crucial to the Bureau’s success. Programs to protect the safety and security of BEA employees will be enhanced. The BEA Occupant Emergency Plan has been updated to reflect the safety and security challenges of today. BEA safety personnel will continue to improve such measures and proactively communicate such information to the workforce.

Performance: Performance under Strategic Objective 2 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone:

- Timeliness: Reliability of delivery of economic data and
- Relevance: Customer satisfaction.

In addition, the Organizational Assessment Survey provides detailed information on progress being made at BEA to create a productive work environment. A summary of BEA targets and performance measures can be found at the end of this section.

Strategic Objective 3: RESOURCES. Upgrade resource management to support BEA’s mission.

BEA strives to conduct its work in the most efficient and cost-effective manner possible. Many of the milestones outlined in this Strategic Plan seek to increase the efficiency of producing the Nation’s economic statistics. BEA does this through the use of productivity-enhancing technology investments and changes in work processes and products. To manage these resources effectively, BEA seeks to better account for the costs and benefits of existing and proposed work. By using new financial accounting support and by stepping up its interaction with customers, BEA will more effectively conduct its programs, allocate resources, and plan for the provision of resources to achieve the Bureau’s goals.

Ensure the continuation of BEA’s mission and essential functions in an emergency—In order to fulfill its ongoing obligation to its customers, BEA must maintain a practicable Continuity of Operations Plan to resume its operation in the event of a disruption of the normal

procedures. BEA must test, refine, and train its employees on these recovery procedures. Advanced planning and exercises are the key tools at the agency’s disposal to ensure BEA can respond, recover, and resume normal operations efficiently; that is, in the shortest time, at the least cost, and in the safest manner possible. This Strategic Plan includes milestones to successfully achieve this function.

Sustaining and enhancing the management and integration of BEA’s resources—BEA recognizes that critical mission goals cannot be met without the proper infrastructure for resource management. This Strategic Plan includes milestones for BEA to refine its resource management systems to better manage existing and proposed work at BEA, as well as the costs and benefits of its programs. An internal management information system, which produces financial management information drawn from several sources, has been developed and continues to be refined. BEA is accessing the Commerce Administrative Management System (CAMS) data warehouse for reconciliation purposes and is integrating its procurement and budget planning.

Investing in information technology (IT)—The Office of Chief Information Officer (OCIO) oversees the IT strategic planning process, which centers on developing strategic and operational plans that clearly support BEA’s mission, vision, and strategic objectives. The Bureau’s major IT initiatives and accomplishments are grouped into three general categories: (1) IT management strategy and governance; (2) application reengineering; and (3) IT infrastructure and security.

Management Accomplishments

The Bureau of Economic Analysis has been recognized recently for a number of important management accomplishments. These acknowledgments are a tribute to the high standards and quality that BEA employees place on their work at BEA. The recognitions include:

- The Office of Management and Budget for the third year in a row has rated BEA with its highest rating of “Effective.” BEA has been given a score that continues to be among the top 5 percent of all Federal programs assessed and the highest in the Department of Commerce.
- The Office of Personnel Management’s Organizational Assessment Survey found that BEA set the benchmark high on 12 of 17 dimensions of organizational excellence.
- The BEA Customer Satisfaction Survey found that a majority of users of BEA data were either satisfied or very satisfied with the BEA products and services. They provided BEA a rating of 4.3 on a 5-point scale.

IT management strategy & governance—BEA continues to refine its management practices in order to minimize IT investment risk and increase the overall program-related return on investment. These strategies include the effective use of cost, schedule, and performance measurements and tools. For example, the Bureau is in the process of implementing an earned value management system (EVMS) and other project management tools to ensure that greatest value is realized from our IT investments. BEA continues its effort to implement industry best practices into its capital planning and investment control (CPIC) process. This is achieved through a comprehensive IT Enterprise Architecture (EA) and the regular use of maturity model assessment tools. Management strategies and governance are designed to ensure that the OCIO, and all IT resources, adequately support the four Bureau objectives outlined in the Strategic Plan.

Applications reengineering—Each year, BEA identifies critical applications that need to be redesigned in order to improve timeliness, accuracy, and comprehensiveness of Bureau outputs. Applications reengineering is accomplished at the Bureau by the implementation and maintenance of bureau-wide “commercial off-the-shelf” (COTS) standards, a software development lifecycle process, comprehensive database architectures, and the utilization of Web technology to more efficiently collect, access, and disseminate data. Developing these tools assists BEA analysts in improving performance. Specific program initiatives included in the Strategic Plan are:

- **National Accounts**—BEA continues to move forward, developing and testing components for the new GDP central processing system, named STATS, and will continue conversion from outdated time-series database software to FAME, the Bureau’s EA standard.
- **International Accounts**—Based on an FY 2004 International Accounts systems modernization study, key IT systems will be reengineered to improve efficiency, expand analytical tools, standardize survey processes, and bring databases in line with the Bureau’s EA standard.
- **Industry Accounts**—BEA will continue to expand the integration of the benchmark input-output accounts, annual input-output accounts, and GDP-by-industry accounts and their attendant software/database applications to produce industry estimates more efficiently and improve the flow and sharing of data with the National Accounts.
- **Regional Accounts**—BEA will build upon last year’s success of upgrading the regional input-output modeling system (RIMS) viewer application by embarking on further enhancements to accelerate the delivery of RIMS multipliers to users by implementing a Web-based, database-driven delivery solution, resulting in the automation of RIMS ordering and processing.

IT infrastructure and security—With numerous time critical data releases, the Bureau’s IT infrastructure is of critical importance. BEA’s IT infrastructure investments focus on ensuring systems and network reliability and security. This is accomplished by enhancing the availability and integrity of applications and data stored on the local area network (LAN) through cyclical improvements. BEA recently migrated to a single operating system and expanded its storage area network. To ensure the integrity and reliability of BEA’s data, the Bureau continues to maintain and upgrade a comprehensive IT security program. In addition, the Bureau is committed to identifying ways to better integrate all levels of the IT security program into the IT planning process.

Performance: Performance under Strategic Objective 3 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone:

- **Timeliness:** Reliability of delivery of economic data and
- **Relevance:** Customer satisfaction.

A summary of BEA targets and performance measures can be found at the end of this section.

Strategic Objective 4: STATISTICS. Upgrade BEA’s economic statistics by improving statistical methodologies and source data and by using new technologies.

The economic statistics programs are the heart of the work at BEA. BEA produces over 15,000 economic data series each month that are used as critical ingredients in budget forecasts, public policymaking, monetary decisions, and business financial strategies. To ensure BEA data is as timely, relevant, and accurate as demanded by users, BEA must continually update its methodologies and approaches to capture the dynamic U.S. and world economies. These priorities are summarized below by economic account, followed by an across-the-board review of improvements to methods and data.

National economic accounts—BEA produces the national income and product accounts (NIPAs), including the estimates of gross domestic product (GDP), monthly personal income and outlays, and stocks of fixed assets and consumer durable goods. The Strategic Plan identifies the following areas for improvement.

Addressing data gaps and other shortcomings—The overall quality of the NIPA estimates is very high, but that quality is jeopardized by several gaps resulting from inadequate source data or from recent changes in the economic environment. In addition, there are longstanding measurement problems, such as quality adjustments of prices and the measurement of services. A systematic plan to minimize these problems will improve the quality and usefulness of the national accounts. The Strategic Plan identifies specific actions that address such

needs as implementing the North American Industry Classification System (NAICS), developing new quality-adjusted prices, developing improved measures of services, developing improved estimates of software investment, and conducting research on and developing better estimates of employee stock options and other components of income.

Improving consistency and integration with other accounts—In order to assemble an overall picture of the economy, many users want to move seamlessly not only among BEA's accounts but also between them and the Federal Reserve's flow-of-funds accounts and the BLS productivity accounts. Such comparisons are currently impeded by inconsistencies in definitions and presentation. Several elements of the Strategic Plan are designed to facilitate those comparisons and provide more useful information by improving the consistency, coherence, and presentation of the accounts.

Improving consistency with international standards—International guidelines for national economic accounts generally reflect internationally-accepted best practices, and BEA's estimates of major aggregates, such as GDP, are largely consistent with these guidelines. However, the Strategic Plan identifies several areas where BEA could improve the estimation, presentation, and usefulness of its national accounts by more fully adopting the recommendations contained in the international guidelines.

Industry accounts—BEA produces economic statistics on industries, including the annual industry accounts, the benchmark input-output (I-O) accounts, and occasional satellite accounts. Recent satellite accounts include the travel and tourism satellite accounts and the new R&D satellite accounts. BEA prepares the benchmark I-O accounts every five years based on detailed data from the economic censuses that are conducted by the Census Bureau. These accounts provide the basis for benchmarking the NIPAs every five years and provide a framework and data for other accounts. The annual industry accounts are a set of integrated estimates that include the information on the changing structure of the U.S. economy, including the annual contribution of private industries and government to the Nation's GDP and annual flows of goods and services that make up the production processes of industries. Advance estimates of industry aggregates are released approximately four months after the end of the reference year, followed by revised, more detailed estimates later in the year.

Improving the timeliness of industry estimates—The Strategic Plan identifies actions that will further meet customers' needs for timely information on industries. Release of the annual I-O accounts will be accelerated from a three-year lag to a one-year lag. Other initiatives include research that, if successful, will result in annual business investment (capital flow table) and employment estimates being published as supplements to the annual

industry accounts. BEA also will conduct research on producing quarterly GDP-by-industry estimates.

Improving the consistency of industry estimates and the harmonization with other accounts—This set of projects will provide users with annual industry accounts that are consistent with each other as well as with the NIPAs. Integration of these accounts will present a consistent and coherent picture of the economy from the total economy perspective to the individual industry perspective. Research is continuing on harmonizing BEA measures of outputs and inputs with those of the BLS.

BEA Advisory Committee Members

The BEA Advisory Committee advises the Director of BEA on matters related to the development and improvement of BEA's national, regional, industry, and international economic accounts, especially in areas of new and rapidly growing economic activities arising from innovative and advancing technologies. The committee also provides recommendations from the perspectives of the economics profession, business, and government. The members of BEA's Advisory Committee are:

- Chair: Dale W. Jorgenson, Samuel W. Morris University Professor, Harvard University
- Alan J. Auerbach, Robert D. Burch Professor of Economics and Law, University of California, Berkeley
- Nariman Behraves, Chief Global Economist and Executive Vice President, Global Insight
- Richard B. Berner, Managing Director and Chief U.S. Economist, Morgan Stanley
- Michael J. Boskin, Tully M. Friedman Professor of Economics, Stanford University
- Barry P. Bosworth, Senior Fellow, Economics Study Program, The Brookings Institution
- Susan M. Collins, Professor of Economics, Georgetown University, and Senior Fellow, The Brookings Institution
- Robert J. Gordon, Stanley G. Harris Professor in the Social Sciences, Northwestern University
- Maurine A. Haver, President, Haver Analytics, Inc.
- Charles R. Hulten, Professor of Economics, University of Maryland
- Edward E. Leamer, Chauncey J. Medberry Chair in Management, University of California, Los Angeles
- Therese J. McGuire, Professor of Management and Strategy, Kellogg School of Management, Northwestern University
- William D. Nordhaus, A. Whitney Griswold Professor of Economics, Yale University

Addressing data gaps and measurement problems—The quality and usefulness of the industry accounts could be enhanced by seeking better source data, improving surveys, and developing new methodologies. The Strategic Plan includes projects to address these areas, including research on and evaluation of data and methods used to estimate selected categories of personal consumption expenditures, business expenses, and state and local government purchases. Other projects include research on improved real annual industry estimates, new source data for distributing profits, and new techniques for allocating retail trade margins to products.

International accounts—BEA produces the balance-of-payments and international investment accounts, as well as financial and operating data on all multinational companies. The Strategic Plan addresses efforts to improve productivity or outputs in the existing areas of work and to improve coverage in areas where major gaps have appeared.

Improving productivity or outputs in existing areas of work—Several initiatives are designed to enable BEA to do more with less. For example, increased investment in IT infrastructure will enable BEA to improve the efficiency of survey processing and the usefulness of the international accounts section of the Web site. BEA will conduct research on implementing new sampling and imputation techniques that would reduce the resources required to estimate data for relatively small companies that now must report in BEA surveys. In addition, BEA must improve the usefulness of its estimates by making the expedited release of advance estimates of MNC operations—accomplished last year on a trial basis—a permanent and ongoing improvement.

Closing data gaps in the accounts—A number of the initiatives pertain to closing data gaps that have recently developed or grown in importance. One initiative addresses the potential underreporting of U.S. goods trade, while others alleviate the data gaps in international services by conducting more frequent (quarterly instead of annual) surveys of unaffiliated services and by broadening the coverage of existing surveys. Additional initiatives focus on closing gaps in the measurement of financial flows, such as those stemming from transactions involving derivatives.

Improving consistency with international standards—In general, BEA's international accounts are highly consistent with international standards; in fact, BEA has played a lead role in carrying out the conceptual work necessary to establish many of the standards. However, international standards are continually evolving and expanding, and the ongoing international effort to update the Balance of Payments Manual presents BEA with an opportunity (as well as some level of pressure) to review and update its definitions, methodologies, and data products and analyses.

International Outsourcing—In the last few years, a broad spectrum of data users has indicated growing interest in BEA more actively and effectively contributing to studies about international outsourcing. Academic researchers, private “think tanks,” Federal policymakers, foreign governments, international organizations, and others have asked BEA to provide data and analyses. There is a high level of interest in the extent, the benefits, and the consequences of international outsourcing, and there are clear indications that this interest is not just a transitory phenomenon. Several initiatives of the Strategic Plan would enable BEA to play an expanding role in better informing the public's understanding of international outsourcing, such as by accelerating the release and broadening the coverage of its data and by preparing additional studies on the topic.

Regional accounts—BEA produces estimates of quarterly and annual state personal income, annual county and metropolitan area personal income, annual gross state product (GSP), earnings and employment in varying degrees of detail by industry, and regional input-output multipliers. The Strategic Plan identifies the following areas for improvement.

Accelerating the release of regional estimates—This project would provide the users of regional data with dramatically earlier access to these estimates. The Strategic Plan calls for accelerating GSP, quarterly state personal income, annual metropolitan area personal income, and components of county personal income.

New estimates—Measuring the progress of evolving national and regional economies requires the development of new statistics and extended time-series. The Strategic Plan calls for research into and development of several new regional statistics: substate gross product, metropolitan area disposable personal income, alternative measures of income, pension disbursements on a regional basis, and value-added and gross output multipliers. New estimates of gross state product for 1963–76 will be developed using the current methodology.

Continually improving methodologies—The methodologies used to produce the regional estimates must be updated and improved to keep pace with changes in the national and regional economies. Topics that need to be addressed include the redefinition of the BEA economic areas to reflect new metropolitan statistical area definitions, enhancements to the regional input-output multipliers to reflect alternative regionalization methods and interregional flows, and an evaluation of methods for transforming estimates from a place-of-work to a place-of-residence basis.

Improving consistency of regional estimates—BEA's regional accounts are highly consistent with the national and industry accounts. However, opportunities continue to arise to improve this consistency. The Strategic Plan calls for continued work to reconcile estimates of taxes on

production and imports in the input-output, GDP, and gross state product accounts; and for incorporating items from the integrated annual I-O/GDP accounts into gross state product.

Improving source data—In order to improve the quality of the regional estimates, it is necessary to identify, develop, and incorporate new and more appropriate source data. The Strategic Plan identifies several potential new sources of data, including the Commodity Flows Survey for use in estimating regional input-output multipliers, state-level insurance data from the National Association of Insurance Commissioners for use in estimating insurance gross product, regional tabulations of IRS information returns data for estimating components of personal income, and tabulations from the Medical Expenditure Panel Survey for estimating employer contributions to health insurance.

Customer Outreach—BEA will continue to improve access to its regional data and the relevance of such data to users. The Strategic Plan identifies several means for achieving this, including RIMS users' workshops, the development of a Web-based ordering and estimate delivery system for regional input-output multipliers, and the development of a Web-based interactive application for state and county personal income mapping.

Improvements to methods and data—BEA is continuously seeking improvements for its methods of computing the estimates for the components of the economic accounts. Both the Chief Statistician and Chief Economist undertake, supervise, and coordinate various research activities that are intended to make BEA estimates better measures of economic activity. Recent examples of such efforts include the implemented changes in the measures of banking and insurance services and the rate of depreciation.

BEA obtains most of its source data from other Federal Government agencies—primarily the Census Bureau, BLS, and the Department of the Treasury, especially the Internal Revenue Service (IRS). Therefore, it is imperative that BEA staff at all levels work with their colleagues in those agencies to upgrade the economic accounts to improve the relevance, quality, and timeliness of existing source data; to identify untapped but potentially useful existing data; and to develop new data. The following key data sources are the focal points of BEA's efforts to work with its partner agencies to improve source data for the economic accounts. (Many of these improvements are also mentioned in the listings of the various BEA program areas.)

Bureau of Labor Statistics data—BLS employment and price data are essential ingredients of BEA's economic accounts. To improve its national, industry, and regional accounts, BEA will work with BLS to expand their Cur-

rent Employment Statistics (790 program) to cover earnings of all employees. BEA will work with BLS to explore expanding the coverage of the earnings concept to cover all types of earnings, including employee stock options, and benchmarking the earnings data to the BLS Quarterly Census of Employment and Wages (ES-202) program. Finally, BLS also has agreed to implement expanded worker coverage beyond the production worker concept. For its national accounts, BEA will work with BLS to improve the Producer Price Index program to provide quality-adjusted price indexes for high-tech goods and to continue expanding the coverage of financial and nonfinancial services and of nonresidential construction.

Bureau of the Census data—For its industry and national accounts, BEA needs better and more timely data on the intermediate outputs of industries. The international accounts need improved data on exports and imports of goods. The regional accounts stand to benefit from the new American Community Survey, which would provide more frequent data on variables now collected only in the Decennial Census.

Department of the Treasury data—BEA's international accounts need expanded coverage of the Treasury International Capital reporting system to include derivatives and improved coverage of short positions and cross-border holdings of securities. In the national accounts, the measurement of business income could be improved by working with the IRS to update measures of voluntary taxpayer compliance. The regional accounts could investigate IRS data to develop estimates of state capital stocks for nonmanufacturing firms.

BEA international transactions data—For the international services data collected in BEA's surveys, the biggest improvement will come from incorporating data into the accounts from the new quarterly surveys of international transactions of the largest and most volatile services. Currently, the estimates for these services are based mainly on annual survey data.

Performance: Performance under Strategic Objective 4 will be monitored by the following performance measures and a detailed evaluation of each Strategic Plan milestone:

- Timeliness: Reliability of delivery of economic data,
- Relevance: Customer satisfaction,
- Accuracy: Percent of GDP estimates correct,
- Improving GDP and the economic accounts,
- Accelerating economic estimates, and
- Meeting U.S. international obligations.

A summary of BEA targets and performance measures can be found at the end of this section.

Additional Detail

The following table is a summary of the targets and performance measures used by BEA to monitor its progress. Following this table is a detailed matrix, organized by program area, which summarizes the elements of the Plan and pro-

vides milestones through FY 2009. The activities listed in the table and the timing of the milestones are based on the assumption that BEA will receive adequate budget funding for each of those years.

Summary of Targets and Performance Measures for BEA

Measure	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Target	FY 2006 Target
Timeliness: Reliability of Delivery of Economic Data (Number of Scheduled Releases Issued on Time)	50 of 50	48 of 48	54 of 54	54 of 54	TBD
Relevance: Customer Satisfaction with Quality of Products and Services (Mean Rating on a 5-Point Scale)	4.3	4.4	4.3	Greater than 4.0	Greater than 4.0
Accuracy: Percent of GDP Estimates Correct	83%	85%	88%	Greater than 85%	Greater than 85%
Budget-Related: Improving GDP and the Economic Accounts	Developed new measures to address gaps and updated BEA's accounts; designed prototype of new quarterly survey of international services; developed new pilot estimates that provide better integration with other accounts.	BEA completed all major Strategic Plan milestones related to improving the economic accounts.	BEA completed all major Strategic Plan milestones related to improving the economic accounts.	Successful completion of related Strategic Plan milestones.	Successful completion of related Strategic Plan milestones.
Budget-Related: Accelerating Economic Estimates	New	BEA completed all major Strategic Plan milestones related to accelerating economic estimates.	BEA completed all major Strategic Plan milestones related to accelerating economic estimates.	Successful completion of related Strategic Plan milestones.	Successful completion of related Strategic Plan milestones.
Budget-Related: Meeting U.S. International Obligations	New	BEA completed all major Strategic Plan milestones related to meeting U.S. international obligations.	BEA completed all major Strategic Plan milestones related to meeting U.S. international obligations.	Successful completion of related Strategic Plan milestones.	Successful completion of related Strategic Plan milestones.
Budget-Related: Upgrading Information Technology Systems	Developed new systems including implementation of prototype phase of new NIPA core processing system; developed improved interactive features on the BEA Web site; extended electronic reporting for international surveys.	BEA completed all major Strategic Plan milestones related to upgrading IT systems.	BEA completed all major Strategic Plan milestones related to upgrading IT systems.	Discontinue budget-specific measure.	Discontinue budget-specific measure.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table

NATIONAL ECONOMIC ACCOUNTS					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
National Income and Product Accounts (NIPA) Estimates	Prepare quarterly and annual estimates of GDP and NIPA tables for 2002–2005.	Prepare quarterly and annual estimates of GDP and NIPA tables for 2003–2006.	Prepare quarterly and annual estimates of GDP and NIPA tables for 2004–2007.	Prepare quarterly estimates of GDP and NIPA tables; incorporate 2002 input-output (IO) table.	Prepare quarterly estimates of GDP and NIPA tables.
Monthly Personal Income and Outlays	Prepare monthly estimates of personal income and outlays for 2002–2005.	Prepare monthly estimates of personal income and outlays for 2003–2006.	Prepare monthly estimates of personal income and outlays for 2004–2007.	Prepare monthly estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.
Fixed Assets and Consumer Durable Goods	Prepare annual estimates of fixed assets and consumer durable goods for 2002–2004. Prepare estimates for 1959 and later.	Prepare annual estimates of fixed assets and consumer durable goods for 2003–2005.	Prepare annual estimates of fixed assets and consumer durable goods for 2004–2006.	Begin incorporation of 2002 IO table.	Incorporate 2002 IO table.
International Submissions	Update 2002–2004 NIPA estimates consistent with 1993 System of National Accounts (SNA) for OECD. Prepare Government Finance Statistics (GFS) for Treasury to submit to IMF.	Update 2003–2005 NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update 2004–2006 NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.
NIH Biomedical Research & Development (R&D) Price Index	Prepare estimates of biomedical R&D price index for NIH under reimbursable contract. Update the index reference year to 2003.	Prepare estimates of biomedical R&D price index for NIH and finalize method for introducing new chain weighting procedures under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.
New Initiatives					
Communications About the NIPAs	Research and design a new Internet release for government sector NIPA estimates. Develop FAQs for Web site.	If approved, begin publishing the new government sector Internet release. Develop FAQs for Web site.	Hold NIPA data users' conference. Develop FAQs for Web site.		
Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	Publish fixed-asset estimates on a NAICS basis. Participate in NAPCS research.	Convert inventory estimates to 2002 NAICS.			
Modernize and Improve National Accounts Processes and Systems	Test and implement NIPA central system for product-side estimates.	Evaluate NIPA central system for benchmark revision. Plan a reengineering of the private capital stock processing system modeled on the NIPA central system. Implement government capital stock reengineering.	Test and implement NIPA central system for income-side estimates. Develop the private capital stock processing system. Complete FAME conversions for current and annual estimates.	Convert benchmark revision programs to FAME.	
Improve Estimates Using Real-Time Data		Prepare proposal to incorporate real-time new motor vehicle price data. Evaluate real-time scanner data for possible use in PCE goods estimates. Evaluate Census data on CPS exact-match study of taxpayer nonfiling.	Prepare a proposal to incorporate real-time motor vehicles registration data. If the evaluation warrants, prepare a proposal to incorporate scanner data into PCE goods estimates. Continue work with Census on exact-match study.	If proposal is accepted, prepare and publish PCE goods estimates incorporating real-time scanner data.	Update PCE goods estimates with real-time scanner data.
Improve Estimates of Personal Consumption Expenditures	Review allocation of consumption of unpriced bank services. Evaluate selected Census annual lines data. Prepare proposal to use new Census Quarterly Services Survey (QSS) data in the 2005 annual revision.	Research and proposals on additional uses of QSS data. Begin incorporating Census merchandise line sales on a best change basis in the 2006 annual revision.	Review and reconcile 2002 IO table for PCE estimates. Incorporate Census merchandise line sales on a best-level basis.	Prepare a proposal to harmonize methodologies for new cars and light trucks.	If proposal is accepted, prepare estimates using harmonized new car and light truck methodologies.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

NATIONAL ECONOMIC ACCOUNTS—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
New Initiatives—Continued					
Improve Estimates of Private Investment and Fixed Assets	Conduct research on improved price indexes and on software. Incorporate QSS data for software.	Continue research on improved price indexes and on software. Begin research on fixed-asset service lives, used asset prices, and depreciation patterns. Develop a reconciliation of NIPA and fixed-asset investment estimates.	Evaluate contractor's final report on software prices. Continue research on capitalization of movies and sound recordings and on capital stock measurement. If defense equipment inventory proposal is accepted (see 'Improve Government Sector Estimates'), prepare historical estimates.	Prepare proposals on new price indexes, capitalization of movies and sound recordings, and capital stock measurement. Prepare revised estimates for defense inventories and for harmonizing the classification of structures.	Review and implement revision proposals.
Improve Income Estimates	Work with IRS to review and evaluate national research program (NRP) on taxpayer compliance. Improve estimates of pension property income and employers' contributions. Review contractor's evaluation of interest methodology.	If feasible, incorporate NRP data into NIPA income estimates. Based on research, prepare and implement proposals to improve farm inventory estimates.	Review accounting rules and source data on stock options. Evaluate contractor's report on improving income-side measures. Based on research, prepare and implement improvements to rental income and housing estimates.	Based on outcome of contractor review, prepare proposals to improve income-side estimates. Prepare estimates reflecting methodology improvements for interest.	If proposals are accepted, implement improved income-side estimation methods.
Improve Government Sector Estimates	Conduct research on flow of funds integration, accrual accounting, timing of defense equipment and private inventories, compensation in kind, and real output measures.	Prepare proposals and estimates for flow of funds integration, accrual accounting, timing of defense equipment and private inventories, compensation in kind, and real output measures. Conduct research on government property and casualty insurance programs and capital transfers.	Publish preliminary integrated NIPA and flow of funds accounts. Prepare proposals on gov't property and casualty insurance programs, capital transfers. Conduct research on government enterprise and pension plan sectoring, government inventories, and real output measures.	Incorporate revised estimates of government property and casualty insurance programs, capital transfers, defense equipment and private inventories, and of cash-based estimates on an accrual basis. Prepare proposals on government enterprise and pension plan sectoring, government inventories, and real output measures. Begin further research to improve flow of funds integration.	Incorporate estimates of enterprises and pension plans into revised NIPA sectors. Incorporate estimates of government inventories and of real output.
Accelerated Quarterly GDP and Monthly Personal Income and Outlays		Research methods and procedures required to produce accelerated quarterly GDP and monthly and personal income and outlays.	Prepare modifications to methods and procedures to produce accelerated GDP and personal income and outlays.	Contingent upon the full acceleration of Census and BEA monthly estimates of U.S. trade in goods and services, accelerate the release of quarterly GDP and monthly personal income and outlays by two weeks.	Continue to release quarterly GDP and monthly personal income and outlays two weeks earlier and conduct research into improving the accelerated estimates.
Methodology Papers/Documentation	Complete and publish revised Government Transactions.	Release "Introduction to National Accounting" (MP1).	Complete additional documentation.		
National Accounts Training	Begin implementing an in-house national accounts training program.	Complete implementation of an in-house national accounts training program.			
Research on National Accounts Concepts and Methods	Review the accrual of earnings for enterprises owned by government, treatment of government permits, and accounting for interest under high inflation.	Develop and evaluate methodologies for changing valuation in national accounts.	If proposed changes are approved, develop systems for incorporating changes into national accounts.		
Improve Major NIPA Revisions	Form an inter-directorate team to continue the review of processes and draw conclusions on possible improvements. Analyze revision schedules and develop options.	Prepare proposals for new and improved processes for major revisions. Review impacts of alternative revision schedules.	Implement improved processes. Prepare a proposal to modify NIPA revision schedules	Implement improved processes. Begin implementation of modified revision schedule.	
Participate in SNA Revision	Continue to participate in Canberra II Group, Task Force on the Harmonization of Public Sector Accounting, SNA Advisory Expert Group.	Continue to participate in SNA Advisory Expert Group and Task Force on the Harmonization of Public Sector Accounting.	Continue to participate in SNA Advisory Expert Group. Review final recommendations for SNA revision.	Evaluate impact of the SNA revision for the NIPAs.	
Research Production Account and Capital Inputs	Conduct research on measuring capital inputs and other inputs as part of a production account. Prepare a proposal for a cross-agency effort.	Continue research on measuring capital inputs and other inputs as part of a production account. If proposal is accepted, initiate construction of a production account.	Continue work on a production account.	Continue work on a production account.	Continue work on a production account.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INDUSTRY ACCOUNTS					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
2002 Benchmark Input-Output (I-O) Accounts	Incorporate 2002 Economic Census data into the benchmark input-output (I-O) framework as data are available from the Census Bureau. Prepare and release the preliminary detailed estimates of gross output.	Prepare preliminary estimates of intermediate purchases and value added gross product for all industries, and review and reconcile with estimates from the annual industry accounts. Prepare preliminary estimates of all GDP final demand categories.	In collaboration with the national economic accounts, review and reconcile all GDP final demand categories with those from the NIPAs, and finalize the 2002 benchmark I-O accounts and publish results.	Prepare 2002 capital flow table as a supplement to the 2002 benchmark I-O accounts.	Identify and evaluate options for producing the 2007 benchmark I-O accounts more efficiently. For options accepted, modify 2007 benchmark I-O production plans accordingly, and develop final estimating framework.
Annual Industry Accounts (GDP-by-Industry and Annual I-O)	Prepare and release all estimates for 2003 and revised estimates for 2001 and 2002. Prepare updated estimates for 2004.	Prepare and release all estimates for 2004 and revised estimates for 2002 and 2003. Prepare updated estimates for 2005.	Prepare and release all estimates for 2005 and revised estimates for 2003 and 2004. Prepare updated estimates for 2006.	Prepare and release all estimates for 2006 and revised estimates for 2004 and 2005. Prepare for comprehensive revision based on 2002 benchmark I-O accounts and revised NIPAs.	Prepare and release revised annual industry accounts for 1987–2007.
Advance GDP-by-Industry Estimates	Prepare and release advance estimates of GDP-by-industry for 2004.	Prepare and release advance estimates of GDP-by-industry for 2005.	Prepare and release advance estimates of GDP-by-industry for 2006.	Prepare and release advance estimates of GDP-by-industry for 2007.	Prepare and release advance estimates of GDP-by-industry for 2008.
International Submissions	Prepare GDP-by-industry estimates for 1987–2003 on a NAICS basis and consistent with 1993 SNA for submission to Organization for Economic Cooperation and Development (OECD).	Prepare update of GDP-by-industry estimates for 2002–2004 consistent with 1993 SNA for OECD.	Prepare update of GDP-by-industry estimates for 2003–2005 consistent with 1993 SNA for OECD.	Prepare update of GDP-by-industry estimates for 2004–2006 consistent with 1993 SNA for OECD.	Prepare update of GDP-by-industry estimates for 2005–2007 consistent with 1993 SNA for OECD.
Travel and Tourism Satellite Accounts (TTAs)	Dependent upon the continuation of external funding, release revised 2001–2003 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release revised 2002–2004 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release revised 2003–2005 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release revised 2004–2006 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent on the continuation of external funding, release revised TTAs for 1998–2007 based on 2002 benchmark I-O accounts.
Analyses and Articles	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.
New Initiatives					
Assessing and Enhancing the Benchmark Input-Output Accounts					
Improved Estimates of Final Uses in the Benchmark I-O Accounts	Conclude research to identify new data sources and estimating methods for selected personal consumption expenditures categories, and prepare papers and present results. Test probability-based methods for estimating retail trade margins on products and prepare paper documenting results.	Evaluate results of research. If project is approved, incorporate into the 2002 benchmark I-O accounts.			
Improved Estimates of State & Local Government Industry Expenses in the Benchmark I-O Accounts	Work collaboratively with the national economic accounts to identify new source data and methods for estimating state and local government intermediate inputs.	Continue identifying new source data and methods for estimating state and local government intermediate inputs; present and evaluate results. If proposed changes are approved, incorporate into the 2002 benchmark I-O accounts.			
Improved Estimates of Industry Expenses in the Benchmark I-O Accounts	Conduct research to improve estimates of intermediate purchases for hospitals, education, transportation and construction.	Evaluate results of research. If proposed changes are approved, incorporate into the 2002 benchmark I-O accounts.			
Improved Estimates of Taxes on Production and Imports in the Benchmark I-O Accounts	In collaboration with the national and regional economic accounts, continue research to improve estimates of taxes on production and imports by evaluating alternative sources of data.	Evaluate results of research. If proposed changes are approved, incorporate into the 2002 benchmark I-O accounts.			
Valuation of Industry Output from Producer's Prices to Basic Prices	Conduct research on feasibility of changing valuation of output for the use table.	Develop methodologies for changing valuation in industry accounts; evaluate methodologies.	If proposed changes are approved, develop systems for incorporating changes into industry accounts.		

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INDUSTRY ACCOUNTS—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Assessing and Enhancing the Benchmark Input-Output Accounts—Continued					
Annual Business Investment Data (Capital Flow Table)	In cooperation with Statistics Canada, compare U.S. methodologies with Canadian methodologies. Based on comparisons, identify candidate methodologies for producing annual capital flow tables integrated with the annual industry accounts.	If project is approved and funded, begin development of prototype annual capital flow tables for 1998–2004.	Dependent upon project approval and funding, release prototype capital flow tables for 1998–2004, and prepare estimates for 2005.	Dependent upon project approval and funding, release capital flow table for 2005, and prepare estimates for 2006.	Dependent upon project approval and funding, revise 1998–2007 capital flow tables based on NIPA comprehensive revisions.
Assessing and Enhancing the Annual Industry Accounts					
Quarterly GDP-by-Industry Estimates	Complete research into methodological options and identify prototype methodologies for producing quarterly GDP-by-industry estimates.	Develop alternative methodologies for producing quarterly GDP-by-industry estimates.	Evaluate results of research; if project is approved, begin preparation of prototype quarterly GDP-by-industry estimates.	If project is approved, release quarterly GDP-by-industry estimates.	
Improved Advance GDP-by-Industry Estimates	Evaluate advance estimates for 2003, research conversion of enterprise-based source data to an establishment basis, research double deflation of value added for broad industry groups, and improve estimates of gross output and commodity prices.	Evaluate advance estimates for 2004; publish components of value added gross product for broad industry groups; publish quantity and price indexes for gross output, intermediate inputs, and value added gross product for broad industry groups; and improve estimates of gross outputs.	Evaluate advance estimates for 2005; and research nominal estimates and quantity and price indexes for gross output, intermediate inputs, and value added for detailed industries.	Evaluate advance estimates for 2006; publish nominal estimates and quantity and price indexes for gross output, intermediate inputs, and value added for detailed industries; and publish components of value added for detailed industries.	Evaluate advance estimates for 2007.
Historical GDP by Industry on a NAICS Basis	Test and evaluate options for converting pre-1987 GDP-by-industry to a NAICS basis.	If project is approved and funded, begin to develop pre-1987 GDP-by-industry estimates on a NAICS basis.	If project is approved and funded, continue developing pre-1987 GDP-by-industry estimates on a NAICS basis.	If project is approved and funded, complete pre-1987 GDP-by-industry estimates on a NAICS basis, and release NAICS-based pre-1987 GDP by industry.	
Improved Establishment Distribution of Company Estimates	Conduct research to evaluate results from using annual company-establishment conversion matrices to distribute company profits, net interest, and depreciation for the annual industry accounts.	If proposed changes are approved, implement into estimating procedures for the annual industry accounts.			
Annual Employment Estimates	Develop prototype annual estimates of employment and employment multipliers for 1998–2003, and coordinate with regional accounts to assure consistency.	Release prototype estimates of employment and employment multipliers. If project is approved, produce and publish updated estimates for 2004.	Produce and release updated estimates of employment and employment multipliers for 2005.	Produce and release updated estimates of employment and employment multipliers for 2006.	Produce and release updated estimates of employment and employment multipliers for 2007.
Assessing and Enhancing the Travel and Tourism Satellite Accounts					
Improved Annual and Quarterly Travel and Tourism Estimates	Dependent on the continuation of funding, incorporate data with additional detail into annual updates of the travel and tourism satellite accounts (TTSA); and explore the feasibility of producing travel and tourism satellite accounts on a state basis.	Continue exploring the feasibility of producing TTSA on a state basis.			
Integration with Estimates from BLS					
Review and Reconcile Output with Comparable Bureau of Labor Statistics (BLS) Measures	Develop a plan with BLS to harmonize measures of industry output based on completed research.	Work with BLS to implement proposals to harmonize measures of industry output based on completed research.	Continue to work with BLS to implement proposals to harmonize measures of industry output.	Continue to work with BLS to implement proposals to harmonize measures of industry output and to produce papers that document these efforts.	Continue developing harmonized measures of industry output with BLS and continue to produce papers documenting the joint effort.
Improvements to Processing Systems					
IT Reengineering	Continue to develop processing system for integration of the benchmark I-O and annual industry accounts; develop and finalize processing for the derivation of the make table; and develop processing for the balancing of the use table.	Continue to develop processing system for integration of the benchmark I-O and annual industry accounts; and complete processing system for the balancing of the use table.	Complete processing system for integration of the benchmark I-O and annual industry accounts.		

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INTERNATIONAL ACCOUNTS					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
International Transactions Accounts (ITAs)	Prepare estimates for the ITAs.	Prepare estimates for the ITAs.	Prepare estimates for the ITAs.	Prepare estimates for the ITAs.	Prepare estimates for the ITAs.
International Investment Position (IIP) Accounts	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.
Benchmark and Annual Financial and Operating (F&O) Data	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.
International Services	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.
Analyses and Articles	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.
Electronic Data Collection and Dissemination	Maintain and update the international accounts Web site and the Automated Survey Transmission and Retrieval (ASTAR) system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.
New Initiatives					
Research Understatement of Goods Trade Estimates and Develop Bias Adjustments	Work with Census Bureau's Foreign Trade Division in researching potential sources of undercounts in import and export goods trade statistics. Specific sources of possible coverage errors examined will include low value estimates, exports from foreign trade zones, import shipments without summarizing by commodity code, imports of Canadian rail cars, and import valuation errors.	Complete research studies with Census Bureau's Foreign Trade Division into potential sources of undercounts in import and export goods trade statistics. Consider feasibility and appropriateness of implementing methodology changes to improve goods trade estimates.	Assess results of prior efforts to improve the trade data. Implement appropriate methodology changes to improve goods trade estimates.	Continue employing the improved methodology.	Continue employing the improved methodology.
Derivatives	Quarterly derivatives survey is phased in by the Federal Reserve Bank of New York (as agent for the Department of Treasury) beginning in 1Q05. As BEA receives these data, they will be evaluated for possible inclusion in the ITAs and IIP accounts in FY 2006.	Survey results are included as appropriate in the ITAs and IIP accounts.	Survey results are included in the accounts.	Survey results are included in the accounts.	Survey results are included in the accounts.
Quarterly Services Surveys	Data from the quarterly surveys for 1Q04 forward are evaluated and incorporated to the maximum extent feasible into the international transactions accounts. BEA continues conducting the surveys.	BEA continues conducting quarterly services surveys and incorporating data into the accounts.	BEA continues conducting quarterly services surveys and incorporating data into the accounts.	BEA continues conducting quarterly services surveys and incorporating data into the accounts.	BEA continues conducting quarterly services surveys and incorporating data into the accounts.
Improve Estimates of Short-Term Claims and Liabilities	Evaluate survey estimates of short-term liabilities (June 2003 measurement date) and claims (December 2003 measurement date).	Evaluate and incorporate as appropriate annual survey estimates of short-term liabilities and claims.	Evaluate and incorporate as appropriate annual survey estimates of short-term liabilities and claims.	Evaluate and incorporate as appropriate annual survey estimates of short-term liabilities and claims.	Evaluate and incorporate as appropriate annual survey estimates of short-term liabilities and claims.
Institute More Frequent Surveys of Portfolio Investment Assets and Liabilities	Incorporate results from the annual portfolio investment surveys of liabilities (June 2003 measurement date) and assets (December 2003 measurement date) into the accounts.	Incorporate results from the annual or benchmark portfolio investment surveys of liabilities and assets into the accounts.	Incorporate results from the annual or benchmark portfolio investment surveys of liabilities and assets into the accounts.	Incorporate results from the annual or benchmark portfolio investment surveys of liabilities and assets into the accounts.	Incorporate results from the annual or benchmark portfolio investment surveys of liabilities and assets into the accounts.
Utilize Statistical Sampling Techniques	Conduct annual survey of foreign direct investment in the U.S. (FDIUS) using statistical sampling techniques. Consider feasibility of expanding statistical sampling into design of the 2005 annual survey of U.S. direct investment abroad (USDIA).	Conduct both the FDIUS and USDIA annual surveys using appropriate sampling techniques.	Conduct both the annual FDIUS and USDIA surveys using appropriate sampling techniques. Consider feasibility of expanding the use of sampling techniques to other international surveys.	Conduct appropriate surveys using sampling techniques. Consider feasibility of expanding the use of sampling techniques to other international surveys.	Conduct appropriate surveys using sampling techniques. Consider feasibility of expanding the use of sampling techniques to other international surveys.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INTERNATIONAL ACCOUNTS—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
New Initiatives—Continued					
Expand Services Data Collection (Excluding Quarterly Surveys)	Conduct redesigned benchmark survey of financial services, and broaden services estimates elsewhere, as appropriate.	Design the benchmark survey of selected services and intangible assets. Cover transactions with both affiliated and unaffiliated foreign persons on appropriate services survey(s).	Conduct the redesigned survey of selected services and intangible assets.	Consider appropriateness of designing a new benchmark survey of international insurance transactions.	If determined appropriate, design a new benchmark survey of insurance transactions. Redesign benchmark survey of financial services transactions.
Prepare Additional Special Studies	Prepare special studies to extend analyses of international accounts data, such as to improve the understanding of international outsourcing.	Prepare special studies to extend analyses of international accounts data.	Prepare special studies to extend analyses of international accounts data.	Prepare special studies to extend analysis of international accounts data.	Prepare special studies to extend analysis of international accounts data.
Monitor and Contribute to the Work of International Organizations in Updating Statistical Standards	Continue contributing to work of the technical expert groups involved with updating international statistical standards, and make substantial progress in resolving key issues.	Continue contributing to the work of the technical expert groups involved with updating international statistical standards, and resolve key issues.	Contribute as appropriate to work of groups involved with updating international statistical standards.	Contribute as appropriate to work of groups involved with updating international statistical standards.	
Update Statistical Methods	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.
New and/or More Timely Data on Multinational Companies (MNC) Operations	If determined feasible, continue to release advance estimates of MNC operations.	Explore feasibility of conducting a new survey of MNCs that would permit BEA to more fully or more quickly answer complex current economic questions. Consider collecting financial and operating data from bank parents and affiliates annually instead of once every five years.	If determined feasible, design a new survey of MNCs to more fully or quickly answer complex current economic questions. If financial and operating data are to be collected from banks annually, design and submit OMB clearance packages to implement this expansion of coverage.	If determined feasible, obtain OMB approval for a new survey of MNCs, and begin conducting it. Obtain OMB approval for annual surveys of bank operations.	If determined feasible, prepare reports or articles, presenting results from the new survey of MNCs. As necessary, update and revise the survey to cover additional complex current topics. If OMB approval is obtained, conduct the first annual survey of bank operations.
Supplemental Classifications for Holding Companies	Perform research into feasibility of, and data needs for, supplemental classifications of foreign affiliate holding companies, and/or affiliates held by these companies.	If determined feasible, construct experimental estimates of USDIA for foreign affiliate holding companies and/or their affiliates.	If feasible, begin presenting supplemental estimates annually. Share research with the international community.	Continue presenting supplemental estimates annually, and continue to share research with the international community.	Continue presenting supplemental estimates annually, and continue to share research with the international community.
Cognitive Redesign of Surveys	Working jointly with contractor, continue meeting with survey respondents to improve the design and clarity of BEA's international surveys.	Expand the survey design improvements to additional BEA surveys.	Expand the survey design improvements to additional BEA surveys.	Expand the survey design improvements to additional BEA surveys.	Expand the survey design improvements to additional BEA surveys.
Interagency Data Sharing Projects	Conduct data sharing projects with the Census Bureau, BLS, and/or other agencies. Work toward identifying any additional opportunities for interagency data sharing.	Work toward conducting additional interagency data sharing projects, such as projects to improve the quantity or quality of data on international outsourcing.	Work toward conducting additional interagency data sharing projects.	Work toward conducting additional interagency data sharing projects.	Work toward conducting additional interagency data sharing projects.
Improvements to Travel Estimates with Credit Card Data	Perform research into feasibility of utilizing data on credit card transactions to improve the estimates of travel in the international transactions accounts (ITAs).	If it is concluded that credit card data would improve the travel estimates in the ITAs, propose a method for collecting the data, such as expanding an existing survey or designing a new survey.	Collect data on credit card transactions and assess quality for use in constructing the travel estimates in the ITAs.	Utilize credit card data in constructing the travel estimates in the ITAs.	Utilize credit card data in constructing the travel estimates in the ITAs.
Improve Estimates of Affiliated and Unaffiliated Services Trade	Perform research into accuracy of estimates of affiliated and unaffiliated international services transactions.	Consider utilizing partner country data, or designing more sophisticated estimation techniques, to improve the estimates of services imports and exports.	Implement improvements in services trade data estimation techniques.	Maintain and update the methods that were developed to improve the services trade estimates.	Maintain and update the methods that were developed to improve the services trade estimates.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

REGIONAL ACCOUNTS					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Annual/Benchmark State Personal Income (SPI) Including Disposable SPI	Release annual 2004 SPI with NAICS 2002 industries. Release comprehensive revisions 1929–1968.	Release annual 2005 SPI with NAICS 2002 industries. Publish SPI publication.	Release annual 2006 SPI with NAICS 2002 industries.	Release annual 2007 SPI with NAICS industries.	Release annual 2008 SPI with NAICS industries.
Annual/Benchmark Gross State Product (GSP)	December 2004: Release benchmark GSP for 1977–1997 on SIC and new NAICS estimates for 1998–2002. June 2005: Release preliminary 2003 GSP and revised 2001–2002.	Release annual 2004 GSP on NAICS basis. Prepare a draft GSP methodology volume.	Release annual 2005 GSP on NAICS basis. Publish GSP methodology volume.	Release annual 2006 GSP on NAICS basis.	Release annual 2007 GSP on NAICS basis.
Quarterly SPI	Release quarterly SPI with NAICS 2002 industries. Complete and release comprehensive revisions 1948–1968.	Release quarterly SPI with NAICS 2002 industries.	Release quarterly SPI with NAICS 2002 industries.	Release quarterly SPI with NAICS industries.	Release quarterly SPI with NAICS industries.
Annual Local Area Personal Income (LAPI)	Release annual 2003 LAPI with NAICS 2002 industries and new metropolitan area definitions.	Release annual 2004 LAPI with NAICS 2002 industries and new area definitions.	Release annual 2005 LAPI with NAICS 2002 industries and new area definitions.	Release annual 2006 LAPI with NAICS industries and new area definitions.	Release annual 2007 LAPI with NAICS industries and new area definitions.
Regional Input-Output Multipliers	Incorporate 2003 national annual I-O table.	Incorporate 2004 national annual I-O table and local area data.	Incorporate 2005 national annual I-O table and local area data.	Incorporate 2006 national annual or benchmark I-O table and local area data.	Incorporate 2007 national annual or benchmark I-O table and local area data.
Implementation of NAICS for GSP	Release 1998–2003 GSP on NAICS basis.	Research extending NAICS-based GSP back to 1990.	If feasible, release NAICS-based GSP back to 1990.		
Implementation of NAICS for Personal Income (PI)	Research and document the feasibility of extending NAICS-based state and local area PI back to 1990.	If feasible, produce and release NAICS-based state and local area PI for 1990–2000.			
New Initiatives					
Accelerated Estimates					
Accelerated Quarterly State Personal Income	Accelerate quarterly state personal income for selected quarters by an additional week.	Maintain the 5-week acceleration of quarterly state personal income. Research the potential for further accelerations.	If feasible, implement additional accelerations of quarterly estimates.		
Accelerated Metropolitan Area Personal Income (MAPI)	Prepare and evaluate prototype accelerated estimates of preliminary annual 2004 MAPI.	Release prototype estimates of accelerated preliminary annual 2005 MAPI.	Release accelerated preliminary annual 2006 MAPI. Research and evaluate the quality of these accelerated estimates.	Release accelerated preliminary annual 2007 MAPI. Complete internal report evaluating the quality of these accelerated estimates.	Release accelerated preliminary annual 2008 MAPI.
Accelerated GSP	In June 2005, prepare and release prototype advance estimates of total GSP for 2004. Research and evaluate methods for producing accelerated GSP for NAICS sectors.	Monitor errors and revisions in advance total estimates and modify procedures and/or source data as appropriate. Release prototype advance sector-level GSP for 2004 and advance total GSP for 2005.	Monitor errors and revisions in advance estimates and modify procedures and/or source data as appropriate. Release advance total GSP for 2006 and advance sector-level GSP for 2005.	Release advance total GSP for 2007 and advance sector-level GSP for 2006.	Release advance total GSP for 2008 and advance sector-level GSP for 2007.
Accelerated County-Level Personal Income and Components	Accelerate by four months the release of county-level compensation by industry, releasing 2003 estimates in January 2005.	Accelerate by an additional month the release of county-level compensation by industry, releasing 2004 estimates in December 2005.	Research and evaluate accelerating the release of compensation by industry by an additional month. Research and evaluate accelerating the release of county personal income by one month.	If feasible, accelerate the release of 2006 compensation by industry to November 2007, and 2006 county personal income to March 2008.	If feasible, accelerate the release of 2007 compensation by industry to November 2008, and 2007 county personal income to March 2009.
New Estimates and Area Definitions					
Disposable Metropolitan Area Personal Income (MAPI)	Continue researching the estimation of disposable MAPI.	Complete internal report on research into disposable MAPI. If feasible, release disposable 2005 MAPI.	If feasible, release disposable 2006 MAPI.	If feasible, release disposable 2007 MAPI.	If feasible, release disposable 2008 MAPI.
Alternative Measures of Income by State	Research concepts and source data for estimating pension receipts and alternative measures of income by state.	Continue research into concepts and source data for alternative measures of income by state. If feasible, release prototype estimates of pensions received by state.	If feasible, produce prototype alternative measures of income and continue to produce regular estimates of pension receipts. Evaluate pension estimates, modifying procedures and/or source data as appropriate.	If feasible, release alternative measures of income and pension receipts by state. Evaluate estimates, modifying procedures and/or source data as appropriate.	If feasible, continue to release alternative measures of income and pension receipts by state.
Substate Gross Product	Begin investigating bottom-up estimates of gross product for metropolitan areas and BEA economic areas.	Continue research into bottom-up estimates of gross product for metropolitan areas and BEA economic areas.	If feasible, prepare prototype estimates of gross product for metropolitan areas and BEA economic areas.	If feasible, release prototype estimates of gross product for metropolitan areas and BEA economic areas.	If feasible, prepare and release second set of prototype estimates of gross product for metropolitan areas and BEA economic areas.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

REGIONAL ACCOUNTS—Continued Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
New Estimates and Area Definitions—Continued					
Historical GSP	Research availability of source data for years prior to 1977 in order to reestablish GSP for 1963–76 using current methodology and data.	If source data permit, prepare and release prototype GSP for 1963–76 based on current methodology.	Evaluate the accuracy and consistency of prototype GSP for 1963–76, making adjustments as necessary.	Produce 1963–76 GSP on a regular basis, adapting to regional and national benchmark and annual revision proposals.	Produce 1963–76 GSP on a regular basis, adapting to regional and national benchmark and annual revision proposals.
Revised BEA Economic Areas	Develop new BEA economic areas. Publish a <i>Survey</i> article or note describing the new methodology and redefined areas.	Monitor use of new BEA economic areas.	Begin assessing the use of American Community Survey (ACS) commuting patterns data for future revisions to BEA economic areas.	Continue assessing the use of ACS commuting patterns data for future revisions to BEA economic areas.	If feasible, revise BEA economic areas with ACS commuting patterns data.
Program Improvements					
Interagency Work: NAICS, North American Product Classification System (NAPCS)	Continue Economic Classification Policy Committee (ECPC) staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS and publish NAICS 2007 manual.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.
Improved Consistency of I-O, GDP, and GSP	Continue reconciling taxes in the I-O, GDP, and GSP accounts. Research using integrated annual I-O GDP estimates in GSP.	Continue reconciling taxes. If feasible, incorporate items from the integrated annual I-O/GDP accounts into GSP.	Continue reconciling taxes. If feasible, incorporate items from the integrated annual I-O/GDP accounts into GSP.	Continue reconciling taxes. If feasible, incorporate items from the integrated annual I-O/GDP accounts into GSP.	Continue reconciling taxes. If feasible, incorporate items from the integrated annual I-O/GDP accounts into GSP.
Web-based Regional Input-Output Modeling System (RIMS) Ordering and Delivery	Develop Web-based ordering and estimate delivery system.	Implement Web-based ordering and estimate delivery system.	Evaluate Web-based system, making changes as needed.	Evaluate technology for further improving Web-based ordering and estimate delivery system.	If previous evaluation indicates, make enhancements to Web-based ordering and delivery system.
Enhancements to RIMS Multipliers	Continue researching alternative regionalization methods. Continue researching use of the commodity flow survey data to provide interregional feedback effects.	If feasible, adopt new regionalization method and incorporate interregional feedback effects. Research regionalizing the national make and use table.	Evaluate new regionalization method and feedback effects, revising methods and/or source data as needed. If feasible, implement regionalization of the national make and use table.	Continue to adopt new regionalization method and to incorporate feedback effects. Evaluate regionalization of the national make and use table, revising methods and/or source data as needed.	Continue to adopt new regionalization method and to incorporate feedback effects. Continue to implement regionalization of the national make and use table.
Integrated Regional Product and Industry Accounts	Begin research on integrating GSP and regional I-O accounts, focusing first on identifying source data and developing methods to produce value-added multipliers for states.	Continue research on integrating GSP and regional I-O accounts, identifying source data and developing methods to produce value-added multipliers for states.	If feasible, incorporate value-added multipliers as a standard output of the RIMS system.	Investigate source data and methods to produce gross output measures in the GSP accounts, further integrating the GSP and regional I-O accounts.	If feasible, prepare and release prototype estimates of gross output by state and industry.
Personal Income Mapping	Investigate state and county interactive mapping capabilities.	Develop interactive Web-based state and county personal income mapping application.	Implement interactive Web-based state and county personal income mapping application. Evaluate user feedback.	Modify mapping application as indicated by user feedback.	Continue to monitor user feedback and technology, modifying mapping application as appropriate.
External Communication Enhancements for the Regional Program	Enhance external communication through outreach, presentations at conferences, and Web site improvements. Hold RIMS user workshops.	Continue to enhance external communication through outreach, presentations at conferences, and Web site improvements. Hold user conferences.	Continuously improve external communication of the regional program.	Continuously improve external communication of the regional program.	Continuously improve external communication of the regional program.
New Source Data for Personal Income Estimates	Evaluate use of IRS information returns data for estimating state and local area personal income. Research and evaluate new source data and methods for estimating residence adjustment.	Obtain more recent IRS information returns data. Develop and test procedures for incorporating these data into state and local area personal income. Evaluate use of medical expenditure panel survey (MEPS) data for estimating employer contributions to health insurance.	Continue to incorporate more recent tabulations of IRS information returns data into state and local area personal income. Research and evaluate state level MEPS data for accuracy and consistency.	Continue to incorporate more recent tabulations of IRS information returns data into state and local area personal income. Investigate and, as appropriate, incorporate new source data into personal income.	Continue to incorporate more recent tabulations of IRS information returns data into state and local area personal income. Investigate and, as appropriate, incorporate new source data into personal income.
New Source Data for GSP Estimates	Incorporate NAIC insurance commission data on premiums paid into GSP.	Continue to incorporate premiums paid data into GSP in all future years. Investigate and, as appropriate, incorporate new source data into GSP.	Investigate and, as appropriate, incorporate new source data into GSP.	Investigate and, as appropriate, incorporate new source data into GSP.	Investigate and, as appropriate, incorporate new source data into GSP.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

IMPROVEMENTS TO METHODS AND DATA					
Programs and New Initiatives: FY 2005—FY 2009					
Activities	2005	2006	2007	2008	2009
Program Support	Expand data sharing opportunities with Census Bureau, BLS, and Internal Revenue Service.	Expand data sharing opportunities with Census Bureau, BLS, and Internal Revenue Service.	Expand data sharing opportunities with Census Bureau, BLS, and Internal Revenue Service.	Expand data sharing opportunities with Census Bureau, BLS, and Internal Revenue Service.	
External Sessions	Organize sessions to showcase and vet recent BEA research, such as sessions at the Allied Social Science Association (ASSA) and International Association for Research in Income and Wealth (IARIW).	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.
Research	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.
Maintenance and Improvement of Source Data	Begin integration of BLS CES 790 expansion.				
	Work with Census Bureau on questionnaire review for 2007 economic census.	Work with Census Bureau on 2007 economic census questionnaire.	Work with Census Bureau on 2007 economic census questionnaire.		
	Work with Census Bureau to expand the services annual survey (SAS). Work on obtaining consistent expense questions in annual surveys	Expand SAS for products and expenses and consistency with expense item collected on other forms	Expand SAS for products and expenses and consistency with expense item collected on other forms		
	Set BEA data priorities with Census Bureau's government division.				
	Complete revision to NAICS for 2007.	Reviewing NAICS for future changes	Reviewing NAICS for future changes		
	Continue development of NAPCS.	Continue development of NAPCS.	Continue development of NAPCS.		
	Begin incorporation of QSS.	Incorporate QSS.	Incorporate QSS.		
Maintaining Quality of Estimates	Maintain information quality guidelines (IQG) and address any concerns. Study revisions in national accounts since previous study.	Maintain information quality guidelines (IQG) and address any concerns. Write revision paper for the national accounts.			
Conduct Research for Satellite Accounts	Undertake innovative research by constructing experimental satellite accounts. Begin construction of a household production account	Undertake innovative research by constructing experimental satellite accounts. Write a paper on the household production accounts.	Undertake innovative research by constructing experimental satellite accounts. Explore the construction of other accounts such as a consumer durables account or a government account imputing a rental price for government capital.	Undertake innovative research by constructing experimental satellite accounts. Explore the construction of other accounts such as a consumer durables account or a government account imputing a rental price for government capital.	Undertake innovative research by constructing experimental satellite accounts. Explore the construction of other accounts such as a consumer durables account or a government account imputing a rental price for government capital.
Construct an R&D Satellite Account	Under the direction of the chief economist and the associate director for industry, work with staff across BEA on research leading to the construction of a BEA/NSF R&D satellite account.	Construct an intermediate stage BEA/NSF R&D satellite account.	Construct a final stage BEA/NSF R&D satellite account.	Publish an annual BEA/NSF R&D satellite account if NSF funding continues.	Publish an annual BEA/NSF R&D satellite account if NSF funding continues.
Establish Relationships with the Research Community	Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas.	Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas.	Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas.	Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas.	Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas.
Advisory Committees	Seek advice from experts through meetings of the BEA advisory committee and the Federal Economic Statistics Advisory Committee (FESAC).	Seek advice from experts through meetings of the BEA advisory committee and FESAC.	Seek advice from experts through meetings of the BEA advisory committee and FESAC.	Seek advice from experts through meetings of the BEA advisory committee and FESAC.	Seek advice from experts through meetings of the BEA advisory committee and FESAC.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

MANAGEMENT					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency					
Continuity of Operations	Implement improvements to continuity of operations plan (COOP) identified in FY 2004 review. Continue annual testing. Provide training to employees.	Evaluate effectiveness of the COOP. Focus testing on employee accountability system.	Implement improvements to COOP identified in FY 2006 evaluation. Continue annual testing.	Evaluate effectiveness of the COOP. Continue annual testing.	Implement improvements to COOP identified in FY 2008 evaluation. Continue annual testing.
Sustaining and Enhancing BEA's External Communications					
External Communication Strategies	Continue implementing and operationalizing elements of plan to improve external communications. Develop and implement mechanisms to inform and involve BEA employees in external communications process.	Continue implementation of external communications plan. Evaluate effectiveness of external communications strategy. Identify specific improvements across BEA.	Implement improvements identified in FY 2006 evaluation. Increase integrated outreach efforts to all customers, stakeholders, and partners.	Continue implementation of external communications plan. Evaluate effectiveness of external communications strategy and plan. Identify specific improvements.	Implement improvements identified in FY 2008 evaluation. Increase integrated outreach efforts to all customers, stakeholders, and partners.
Management of Ongoing Communications Program	Manage all aspects of the ongoing communications program, including publication of the <i>Survey of Current Business</i> , maintaining content on the Web site, responding to media inquiries, and attending conferences. Integrate external communications plan with ongoing activities.	Continue to manage the ongoing communications program.	Continue to manage the communications program. Integrate improvements from the external communications plan with ongoing activities.	Continue to manage the communications program.	Continue to manage the communications program. Integrate improvements from the external communications plan with ongoing activities.
Web Site	Begin implementing improvements identified in the Web site customer satisfaction survey, with input from BEA program areas.	Conduct an evaluation of the Web site, including baseline usability testing across the current site, to determine the scope of a redesign.	Based on evaluation conducted in FY 2006 and FY 2007 customer survey results, begin redesign of the Web site. Conduct usability testing throughout redesign development.	Complete and implement the redesigned Web site.	Continue implementing improvements identified in the FY 2009 Web site customer satisfaction survey, with input from BEA program areas.
Survey of Current Business	Conduct evaluation of the presentation and content of the <i>Survey of Current Business</i> with input from BEA program areas. Review publication process and procedures for efficiency and effectiveness.	Evaluate recommendations and begin implementing improvements to <i>Survey of Current Business</i> identified in FY 2005 evaluation. Begin implementing improvements in the publication process.	Complete implementation of improvements to the content of the <i>Survey of Current Business</i> . Complete improvements in the publication process and procedures.	Conduct evaluation of the presentation and content of the <i>Survey of Current Business</i> , with input from BEA program areas.	Implement improvements to <i>Survey of Current Business</i> identified in the FY 2008 evaluation.
Communications Tools	Review and enhance presentation of other BEA publications, with input from BEA program areas. Ensure a consistent "look and feel" to BEA products. Integrate external communications plan with ongoing activities.	Continue enhancements to BEA publications and products as identified in FY 2005 review.	Review and enhance presentation of other BEA publications. Ensure a consistent "look and feel" to BEA products.	Continue enhancements to BEA publications and products as identified in FY 2007 review.	Review and enhance presentation of other BEA publications. Ensure a consistent "look and feel" to BEA products.
Providing Opportunities for User Feedback					
Customer Satisfaction Survey	In conjunction with BEA program areas, develop an action plan and take action on results of FY 2004 survey. Provide feedback to survey respondents. Conduct FY 2005 customer survey.	In conjunction with BEA program areas, develop an action plan and take action on results of FY 2005 survey. Provide feedback to survey respondents. Conduct FY 2006 customer survey.	In conjunction with BEA program areas develop an action plan and take action on results of FY 2006 survey. Provide feedback to survey respondents. Conduct FY 2007 customer survey.	Obtain OMB approval for continued use of survey instrument. In conjunction with BEA program areas, develop an action plan and take action on results of FY 2007 survey. Provide feedback to survey respondents. Conduct FY 2008 customer survey.	In conjunction with BEA program areas, develop an action plan and take action on results of FY 2008 survey. Provide feedback to survey respondents. Conduct FY 2009 customer survey.
Web Site Customer Satisfaction Survey	Conduct a customer survey targeted specifically at the effectiveness of the Web site. Develop a plan to implement survey results, with input from BEA program areas.	Evaluate effectiveness of survey tool.	Conduct a customer survey targeted specifically at the effectiveness of the Web site. Develop a plan to implement survey results, with input from BEA program areas.	Evaluate effectiveness of survey tool.	Conduct a customer survey targeted specifically at the effectiveness of the Web site. Develop a plan to implement survey results, with input from BEA program areas.
Sustaining and Enhancing BEA's Internal Communications					
Meetings	Develop and implement plan for conducting formal and informal internal communications meetings with BEA staff.	Continue conducting formal and informal internal communications meetings with BEA staff. Evaluate effectiveness of meetings.	Implement improvements for conducting formal and informal internal communications meetings with BEA staff.	Continue conducting formal and informal internal communications meetings with BEA staff. Evaluate effectiveness of meetings.	Implement improvements for conducting formal and informal internal communications meetings with BEA staff.
Intranet	Develop a plan to enhance internal communications through improvements to the BEA Intranet based on organizational assessment process. Begin implementing plan.	Continue implementing plan. Evaluate effectiveness. Identify further improvements to BEA Intranet.	Conduct Bureau-wide evaluation of the effectiveness of BEA Intranet for improving internal communications.	Implement results from FY 2007 evaluation.	Conduct Bureau-wide evaluation of the effectiveness of BEA Intranet for improving internal communications.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

MANAGEMENT—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Sustaining and Enhancing BEA's Internal Communications—Continued					
Products and Services	Manage ongoing internal communications products and services, including publication of <i>BEA Details</i> and <i>Diversity Newsletter</i> , and management of bulletin board system and BEA orientation program.	Continue to manage the ongoing internal communications products and services.	Continue to manage the ongoing internal communications products and services. Integrate improvements from evaluations with ongoing activities.	Continue to manage the ongoing internal communications products and services.	Continue to manage the internal communications products and services. Integrate improvements from evaluations with ongoing activities.
Assessing and Improving BEA's Organizational Climate					
Organizational Assessment	Publish and act on results of FY2004 employee survey's "change committees" recommendations approved by Executive Staff.	Conduct FY2006 employee survey and publish the results of the survey instrument and focus groups.	Publish and act on results of FY2006 employee survey's "change committees" recommendations approved by Executive Staff.	Conduct FY2008 employee survey and publish the results of the survey instrument and focus groups.	Publish and act on results of FY 2008 employee survey's "change committees" recommendations approved by Executive Staff.
Quality of Work Life Program	Further implement quality of work-life initiatives.	Evaluate effectiveness of quality of work life program and identify processes to be improved.	Implement improvements to quality of work life program identified in FY 2006 evaluation.	Evaluate effectiveness of quality of work life program and identify processes to be improved.	Implement improvements to quality of work life program identified in FY 2008 evaluation.
Managing BEA's Workforce Toward Effective Accomplishment of the Mission					
Workforce Development	Develop strategies for economists and accountants based on core competencies. Continue implementing workforce development program. Evaluate the workforce development efforts in support of succession planning.	Implement strategies for economists and accountants and develop strategies for IT specialists based on core competencies. Evaluate effectiveness of workforce development program. Implement improvements in succession planning to enhance the workforce development.	Implement strategies for IT specialists and develop strategies for the remaining workforce based on core competencies. Implement improvements to the comprehensive workforce development program identified in FY 2006 evaluation.	Implement strategies for the remaining workforce based on core competencies. Evaluate effectiveness of workforce development programs and their support of succession planning.	Conduct a comprehensive evaluation of strategies based on core competencies. Implement improvements to the comprehensive workforce development program identified in FY 2008 evaluation.
Recruitment Efforts	Implement improvements to recruitment efforts identified in FY 2004 evaluation. Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Evaluate effectiveness of recruitment efforts and identify processes to be improved. Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Implement improvements to recruitment efforts identified in FY 2006 evaluation. Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Evaluate effectiveness of recruitment efforts and identify processes to be improved. Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Implement improvements to recruitment efforts identified in FY 2008 evaluation. Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.
Employee Retention	Implement improvements to retention efforts identified in FY 2004 evaluation.	Evaluate effectiveness of retention efforts and identify processes to be improved.	Implement improvements to retention efforts identified in FY 2006 evaluation.	Evaluate effectiveness of retention efforts and identify processes to be improved.	Implement improvements to retention efforts identified in FY 2008 evaluation.
Sustaining and Enhancing Workforce Safety and Security					
Safety and Security Programs	Implement improvements to security program and to physical security measures identified in FY 2004 review. Refine effectiveness of the safety and health program and increase safety and health awareness.	Evaluate effectiveness of security programs and evaluate physical security measures to ensure workplace safety. Implement improvements to safety and health program identified in FY 2005 review.	Implement improvements to security program and to physical security measures identified in FY 2006 review. Evaluate effectiveness of safety and health program.	Evaluate effectiveness of security programs and evaluate physical security measures to ensure workplace safety. Implement improvements to safety and health program identified in the FY 2007.	Implement improvements to security program and to physical security measures identified in FY 2008 review. Evaluate effectiveness of safety and health program.
Occupant Emergency Plan (OEP)	Review the OEP and evaluate effectiveness of the plan.	Implement improvements to OEP in FY 2005 evaluation.	Review the OEP and evaluate effectiveness of the plan.	Implement improvements to OEP in FY 2007 evaluation.	Review the OEP and evaluate effectiveness of the plan.
Updating and Better Focusing Existing Programs					
Program Assessment Rating Tool (PART)	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2004 recommendations, and implement improvements.	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2005 recommendations, and implement improvements.	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2006 recommendations, and implement improvements.	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2007 recommendations, and implement improvements.	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2008 recommendations, and implement improvements.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

MANAGEMENT—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Sustaining and Enhancing the Management of BEA's Resources					
Acquisition Management	Review internal procurement services operation for areas of improvement. Review internal procurement obligation system (BOATS) for further refinements. Review level of procurement services and if service has not improved, seek options for other procurement operations.	Implement improvements identified in FY 2005 review of procurement operations and BOATS. Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner.	Review internal procurement service operation for areas of improvement. Review level of procurement services from external service provider. Implement measures for improvement if appropriate.	Implement improvements identified in FY 2007 review of procurement operations. Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner.	Review internal procurement service operation for areas of improvement. Review level of procurement services from external service provider. Implement measures for improvement if appropriate. Begin long-lead time search for lease/space options for 2013.
Financial Management	Review budget execution processes. Prepare FY 2006 BEA President's budget submission. Prepare FY 2007 Secretarial and OMB budget submissions.	Implement improvements to budget execution processes as identified in FY 2005 review. Prepare FY 2007 BEA President's budget submission. Prepare FY 2008 Secretarial and OMB budget submissions.	Review budget execution processes. Prepare FY 2008 BEA President's budget submission. Prepare FY 2009 Secretarial and OMB budget submissions.	Implement improvements to budget execution processes as identified in FY 2007 review. Prepare FY 2009 BEA President's budget submission. Prepare FY 2010 Secretarial and OMB budget submissions.	Review budget execution processes. Prepare FY 2010 BEA President's budget submission. Prepare FY 2011 Secretarial and OMB budget submissions.
Management Information System (MIS)	Fully deploy expanded MIS to bureau managers.	Evaluate MIS system for effectiveness.	Implement MIS improvements as identified in FY 2006 review.	Evaluate MIS system for effectiveness.	Implement MIS improvements as identified in FY 2008 review.
One-Stop Servicing	Install and implement new AS-Request software throughout BEA. Develop key measurements and data collection/analysis methodology.	Review AS-Request data to determine areas of improvement. Develop improvement plan and begin implementing.	Continue implementation of improvements identified in FY 2006 review. Refine data collection and analysis process. Review key measurements to determine if they are still valid.	Review AS-Request data to determine areas of improvement. Develop improvement plan and begin implementing.	Continue implementation of improvements identified in FY 2008 review. Refine data collection and analysis process. Review key measurements to determine if they are still valid.
Advisory Committee Management	Implement improvements identified in FY 2004 review to advisory committee process. Conduct BEA advisory committee meetings. Renew committee charter. Review member appointment terms.	Conduct BEA advisory committee meetings. Review procedures and processes for improvements to process. Review member appointment terms.	Implement improvements identified in FY 2006 review to advisory committee process. Conduct BEA advisory committee meetings. Renew committee charter. Review member appointment terms.	Conduct BEA advisory committee meetings. Review procedures and processes for improvements to process. Review member appointment terms.	Implement improvements identified in FY 2008 review to advisory committee process. Conduct BEA advisory committee meetings. Renew committee charter. Review member appointment terms.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INFORMATION TECHNOLOGY					
Major Programs and Operations: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Efficient Management of IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives					
Information Technology (IT) Planning	Update strategic information technology plan and BEA strategic plan (FY 2005–FY 2009). Update IT operational plan.	Update strategic information technology plan and BEA strategic plan (FY 2006–FY 2010). Update IT operational plan.	Update strategic information technology plan and BEA strategic plan (FY 2007–FY 2011). Update IT operational plan.	Update strategic information technology plan and BEA strategic plan (FY 2008–FY 2012). Update IT operational plan.	Update strategic information technology plan and BEA strategic plan (FY 2009–FY 2013). Update IT operational plan.
	Maturity models-self assessments	Maturity models-self assessments	Maturity models-self assessments	Maturity models-self assessments	Maturity models-self assessments
IT Architecture	Update FY 2005 IT architecture, BEA technical reference model, and software standards model.	Update FY 2006 IT architecture, BEA technical reference model, and software standards model.	Update FY 2007 IT architecture, BEA technical reference model, and software standards model.	Update FY 2008 IT architecture, BEA technical reference model, and software standards model.	Update FY 2009 IT architecture, BEA technical reference model, and software standards model.
Department of Commerce Chief Information Officer (DOC CIO)	Liaison with DOC OCIO and prepare reports such as OMB's circular A–11, exhibit 53 and exhibit 300 for the FY 2007 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's circular A–11, exhibit 53 and exhibit 300 for the FY 2008 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's circular A–11, exhibit 53 and exhibit 300 for the FY 2009 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's circular A–11, exhibit 53 and exhibit 300 for the FY 2010 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's circular A–11, exhibit 53 and exhibit 300 for the FY 2011 budget submission.
IT Training	Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff.	Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff.	Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff.	Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff.	Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff.
IT Security	Conduct IT security maturity model self-assessment for FY 2005.	Conduct IT security maturity model self-assessment for FY 2006.	Conduct IT security maturity model self-assessment for FY 2007.	Conduct IT security maturity model self-assessment for FY 2008.	Conduct IT security maturity model self-assessment for FY 2009.
	Conduct IT security maturity model self assessment for FY 2005.	Conduct IT security maturity model self assessment for FY 2006.	Conduct IT security maturity model self assessment for FY 2007.	Conduct IT security maturity model self assessment for FY 2008.	Conduct IT security maturity model self assessment for FY 2009.
	Conduct FY 2005 IT security awareness training.	Conduct FY 2006 IT security awareness training.	Conduct FY 2007 IT security awareness training.	Conduct FY 2008 IT security awareness training.	Conduct FY 2009 IT security awareness training.
	Complete FY 2005 contract for penetration testing of BEA network.	Complete FY 2006 contract for penetration testing of BEA network.	Complete FY 2007 contract for penetration testing of BEA network.	Complete FY 2008 contract for penetration testing of BEA network.	Complete FY 2009 contract for penetration testing of BEA network.
	Conduct monthly vulnerability scanning of network infrastructure.	Conduct monthly vulnerability scanning of network infrastructure.	Conduct monthly vulnerability scanning of network infrastructure.	Conduct monthly vulnerability scanning of network infrastructure.	Conduct monthly vulnerability scanning of network infrastructure.
	Maintain and revise online security documentation as needed.	Maintain and revise online security documentation as needed.	Maintain and revise online security documentation as needed.	Maintain and revise online security documentation as needed.	Maintain and revise online security documentation as needed.
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs					
Office Automation Software	Upgrade operating system (OS), office automation suite, & desktop management system.	Research OS, office automation suite, & desktop management system upgrades.	Research OS, office automation suite, & desktop management system upgrades.	If approved, upgrade OS, office automation suite, & desktop management system.	Research OS, office automation suite, & desktop management system upgrades.
Commercial Off-The-Shelf (COTS) Software	Upgrade/Add various COTS software as needed.	Upgrade/Add various COTS software as needed.	Upgrade/Add various COTS software as needed.	Upgrade/Add various COTS software as needed.	Upgrade/Add various COTS software as needed.
System for Tabling and Aggregating Time Series (STATS) (GDP System)	Implement product-side current estimate & develop & test product-side annual revision capability.	Develop & parallel test income-side current estimate & annual revision.	Upgrade STATS, as appropriate.	Upgrade STATS, as appropriate, & prepare for 2008 NIPA benchmark revision.	Upgrade STATS, as appropriate, & implement 2008 NIPA benchmark revision.
Regional Systems	Continue regional system redesign (as necessary).	Continue regional system redesign (as necessary).	Continue regional system redesign (as necessary).	Continue regional system redesign (as necessary).	Continue regional system redesign (as necessary).
	Begin upgrading & enhancing the RIMS system.	Continue enhancement of the RIMS system.	Continue regional system redesign (as necessary).	Continue regional system redesign (as necessary).	Continue regional system redesign (as necessary).
Electronic Survey Reporting	Enhance ASTAR, for appropriate international investment division (IID)/balance of payments division (BPD) surveys. Investigate 2nd generation ASTAR.	Enhance ASTAR, for appropriate IID/BPD surveys. Prototype 2nd generation ASTAR.	Extend 2nd generation ASTAR to other IID/BPD surveys.	Continue to enhance 2nd generation ASTAR & extend to other IID/BPD surveys, as appropriate.	Continue to enhance 2nd generation ASTAR, as appropriate.
Industry System	Upgrade/enhance industry accounts systems.	Upgrade/enhance industry accounts systems.	Support industry accounts systems	Support industry accounts systems	Support industry accounts systems

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INFORMATION TECHNOLOGY—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs—Continued					
FAME and Econometric / Statistical Software	Continue to support conversion to FAME.	Continue to support conversion to FAME.	Research upgrades for econometric/ statistical analysis tools.	Continue upgrade of econometric/ statistical analysis tools, if necessary.	Continue upgrade of econometric/ statistical analysis tools, if necessary.
International Systems Modernization	Continue modernization of international systems, including survey editing system, investigate time-series, & redesign private services.	Continue modernization of international systems.			
Upgrade Biomedical Research and Development Price Index (BRDPI) Survey	Implement eSurvey data collection, upon approval.	Enhance eSurvey data collection.			
Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data					
Database	Maintain & update database structure and platform standards and principles.	Maintain & update database structure and platform standards and principles.	Maintain & update database structure and platform standards and principles.	Maintain & update database structure and platform standards and principles.	Maintain & update database structure and platform standards and principles.
	Apply database structure and platform standards and principles to application reengineering efforts.	Apply database structure and platform standards and principles to application reengineering efforts.	Apply database structure and platform standards and principles to application reengineering efforts.	Apply database structure and platform standards and principles to application reengineering efforts.	Apply database structure and platform standards and principles to application reengineering efforts.
Web Applications	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.
	Revise and maintain BEA intranet home page, as necessary.	Revise and maintain BEA intranet home page, as necessary.	Revise and maintain BEA intranet home page, as necessary.	Revise and maintain BEA intranet home page, as necessary.	Revise and maintain BEA intranet home page, as necessary.
Maintain Infrastructure to Ensure Reliability and Security					
Virus Protection Software	Evaluate and upgrade virus protection and related software as needed.	Evaluate and upgrade virus protection and related software as needed.	Evaluate and upgrade virus protection and related software as needed.	Evaluate and upgrade virus protection and related software as needed.	Evaluate and upgrade virus protection and related software as needed.
Voice Mail System	Evaluate options for improving voice mail system.	If approved, upgrade voice mail system.	Evaluate/Investigate potential upgrades to voice mail system	Evaluate/Investigate potential upgrades to voice mail system	Evaluate/Investigate potential upgrades to voice mail system
Desktop and Laptop	Replace 1/3 desktop and laptops computers and evaluate/adopt new hardware standards as needed.	Replace 1/3 desktop and 1/3 laptops computers.			
Printers	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.
Mobile Technology	Continue investigation to include support for a wider array of mobile devices.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.
Phone System	Enhance voice over Internet protocol (VoIP) phone system.	Enhance and evaluate FY 2007 VoIP phone system upgrades.	Upgrade VoIP phone system.	Maintain and evaluate VoIP phone system enhancements.	If approved, implement VoIP phone system enhancements.
HelpDesk	Implement new HelpDesk tracking system software.	Maintain HelpDesk tracking system software.	Investigate HelpDesk tracking system software features.	If approved, implement HelpDesk tracking system software features.	Investigate HelpDesk tracking system software features.
Network Servers	Research virtual local area network (VLAN) options and make recommendations. Replace up to 30% of local area network (LAN) server hardware.	If approved, develop VLAN prototype. Research file server and operating system upgrades.	If approved, implement file server and operating system upgrades and VLAN.	Replace up to 30% of LAN server hardware.	Replace up to 30% of LAN server hardware.
Network Bandwidth	If accepted, implement higher bandwidth access to the Internet.	Continue to evaluate higher bandwidth access to the Internet.	If accepted, implement higher bandwidth access to the Internet.	Investigate higher bandwidth access to the Internet.	If accepted, implement higher bandwidth access to the Internet.
Perimeter Security/Firewall System	Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	If accepted, implement the upgrades to perimeter firewalls and security systems.	Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	If accepted, implement the upgrades to perimeter firewalls and security systems.	Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.

BEA Strategic Plan for FY 2005–FY 2009, Detailed Table—Continued

INFORMATION TECHNOLOGY—Continued					
Programs and New Initiatives: FY 2005–FY 2009					
Activities	2005	2006	2007	2008	2009
Maintain Infrastructure to ensure reliability and security—Continued					
Remote Access	Evaluate and enhance remote access infrastructure and upgrade as necessary.	Review LAN remote access capabilities for possible upgrade.	If accepted, upgrade remote access infrastructure.	Review LAN remote access capabilities for possible upgrade.	Review LAN remote access capabilities for possible upgrade.
E-Mail System	Complete Microsoft Exchange e-mail upgrade	Evaluate/Prototype new messaging technologies	If approved, procure and implement messaging software	Research new messaging technologies	Research new messaging technologies
Disaster Recovery Systems	Test & upgrade disaster recovery services to meet expanding Bureau needs.	Test & upgrade disaster recovery services to meet expanding Bureau needs.	Test disaster recovery services to meet expanding Bureau needs.	Test & upgrade disaster recovery services to meet expanding Bureau needs.	Test & upgrade disaster recovery services to meet expanding Bureau needs.
LAN Backup System	Enhance/replace the tape backup system if necessary.	Investigate enhancement or replacement to the tape backup system.	Enhance/replace the tape backup system if necessary.	Investigate enhancement or replacement to the tape backup system.	Investigate enhancement or replacement to the tape backup system.
Webcasting	Continue to investigate Bureau webcasting requirements.	Support webcast operations and enhance as necessary.	Support webcast operations and enhance as necessary.	Support webcast operations and enhance as necessary.	Support webcast operations and enhance as necessary.
Web Servers	Deploy search engine technology & email subscription service technology.	Evaluate software and operating systems on the BEA Internet site.	Upgrade software and operating systems on the BEA Intranet site.	Maintain software and operating systems on the BEA Internet site.	Evaluate software and operating systems on the BEA Internet site.
Application and Database Servers	Upgrade database application servers.	Review and assess database application servers for upgrade.	If necessary, upgrade database application servers.	Review and assess database application servers for upgrade.	Review and assess database application servers for upgrade.
Data Storage	Add storage capacity to the storage area network (SAN) system.	Investigate upgrades to SAN capabilities to meet growing needs including hot-site SAN.	If approved, upgrade SAN capabilities.	Expand LAN space allocations based on current need.	Expand LAN space allocations based on current need.