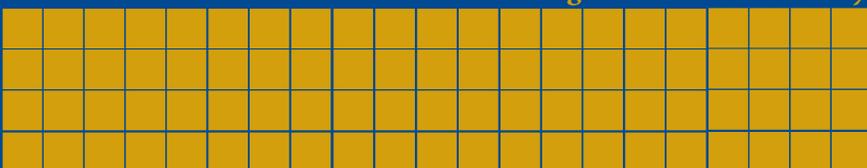


Final Strategic Plan for FY 2006–FY 2010

Measuring the Nation's Economy.





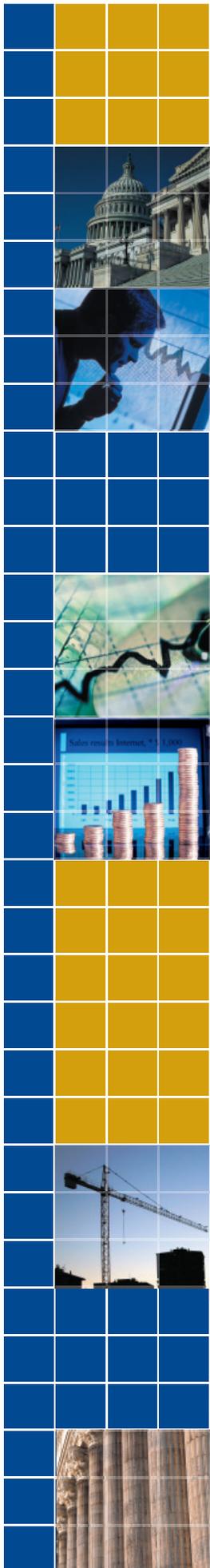
Strategic Plan for FY 2006-2010

As part of a year-long internal review of its mission and its goals, the Bureau of Economic Analysis (BEA) has developed a Strategic Plan for FY 2006–FY 2010 that outlines the major elements of BEA’s work plan through the fiscal year 2010. A preliminary version of the Strategic Plan was presented to employees, stakeholders, and the public for their input. After a period of public review and comment, BEA has now finalized the Plan.

The Strategic Plan will guide BEA’s ongoing efforts to improve the timeliness, reliability, and accuracy of its economic accounts as well as seek to improve its communications with customers. The Plan will be a flexible “living” document that will be reviewed and updated annually.

Thank you.

*J. Steven Landefeld
Director
Bureau of Economic Analysis*



Bureau of Economic Analysis Strategic Plan for FY 2006-FY 2010

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 (DOC) 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 DOC:

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. BEA has established four strategic objectives to guide its planning and operations, each of which was derived directly from the DOC Strategic Plan. These objectives, described in detail below, define what BEA seeks to accomplish. The milestones outlined 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 for FY 2006-FY 2010

The BEA Strategic Plan identifies three significant long-term challenges for the organization 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 these challenges, BEA has developed a long-term strategy that seeks 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 inter-

national relationships and making recommendations for statistical improvements.

In addition, BEA has increased its coordination with oth-

BEA In Summary

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



er 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 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 allows 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 the associated problem of consistency have hampered analyses on issues such as the downward trend in personal savings and the sources of recent gains in growth and productivity.

As part of its 5-year Strategic Plan, BEA includes milestones addressing improved integration with its sister statistical agencies. Additional sets of milestones provide guidelines and timetables for BEA to conduct its own internal integration between the industry, national, 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, there are growing demands for BEA staff to be at the leading edge of economic change and to provide innovative solutions for measurement. To face these challenges, BEA has developed a human capital strategy, which—along with other management initiatives—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 to build specialized training programs that fit the needs of the Bureau and its employees. 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. 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.

Who Uses BEA Measures?

GDP and National Accounts

- White House and Congress to prepare 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.

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 by: establishing and improving two-way communication with customers through regular customer surveys and other sources of feedback; expanding external communications and outreach efforts to data users, Congress, trade associations, the business community, and the news media through the more effective use of technology, partnerships, conference exhibits, and informational materials; upgrading the technology used to collect and disseminate information; enhancing BEA’s *Survey of Current Business* publication; 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 to implement strategies reinforcing the effectiveness of external communications, specifically by 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 to develop new products and services.

Providing opportunities for user feedback—Feedback from BEA users is a critical tool in helping 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 that meets twice a year to advise the Bureau 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 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 through effective use of the Personnel Management Demonstration Project, support of continuous career development for all employees, employee training directed toward future workforce needs, and an improved 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's organization, priorities, policies, events, and other information important to maintaining a high-quality and efficient workplace. BEA employees regard such internal communications as essential and often recommend means to improve them. From these recommendations, an improved BEA Intranet has evolved, along with two employee newsletters—*BEA Details* and the *Diversity Newsletter*. BEA will continue 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 communication products and services, all aimed at improving BEA's internal communications infrastructure.

Assessing and improving BEA's organizational climate—Recruitment and retention are challenges at BEA as they are throughout the Federal sector. BEA recognizes that the workplace quality is a key factor in both of these areas. To ensure continuous improvements to the quality of its workplace, BEA has established a Quality of Worklife program and conducts organizational assessment surveys to determine areas of improvement. BEA also has established an employee-based process to act on the results of the survey

Who Uses BEA Measures?

International Investment and Trade Data

- Trade policy officials to negotiate international trade agreements.
- Analysts and policymakers to assess the impact of international investment and trade (e.g., 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 on 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 \$206 billion in federal funds.
- State governments to plan state spending, make revenue estimates, and track state economies.
- Business and development officials to measure the impact of business development on regional growth.



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. Currently, BEA's training dollars are being spent on information technology training, academic coursework, managerial training, and other general skills-building programs. The Bureau recognizes the need for strategic investing in its employees; in this Plan, BEA proposes an 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. Attainment of these milestones will ensure that developmental needs for all career paths are met and that our employees are prepared to meet current and future challenges.

Sustaining and enhancing workforce safety and security—Providing a safe work environment for employees is crucial to BEA's success. BEA's safety and security personnel are committed to enhancing those programs that safeguard BEA employees. BEA's Occupant Emergency Plan has been updated to reflect today's safety and security concerns. In addition, BEA safety and security personnel will proactively communicate all safety and security 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: MANAGEMENT.

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 efficiencies 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.

Ensuring 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

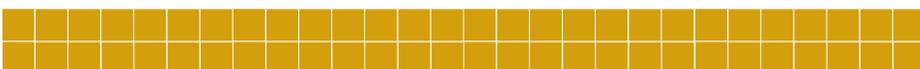
normal operations efficiently; that is, in the shortest time, at the least cost, and in the safest manner possible. This Strategic Plan includes milestones to successfully achieve this function.

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, along with 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

Management Accomplishments

The Bureau of Economic Analysis has been recognized for its 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 (OMB) has assessed BEA at its highest rating level—“Effective.” This score 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.
- BEA's FY 2005 Customer Satisfaction Survey found that a majority of BEA data users were either satisfied or very satisfied with BEA products and services. They provided BEA a rating of 4.4 on a 5-point scale.
- In 2005, BEA was recognized by the Department for reaching an outstanding level of “maturity” in its enterprise architecture. This assisted the entire Department in achieving an “effective” enterprise architecture rating from OMB.



Administrative Management System (CAMS) data warehouse for reconciliation purposes and is integrating its procurement and budget planning.

Investing in information technology (IT)—OCIO maintains the BEA Estimation IT System (BEA-EITS), a portfolio of highly integrated and interdependent statistical and economic estimation subsystems. The BEA-EITS is the primary tool used in the production of the BEA's economic accounts. This core statistical and economic estimation processing system forms the technological foundation for achieving the strategic and performance goals of improved timeliness, accuracy, and comprehensiveness of BEA's economic and statistical releases. The Bureau's major IT initiatives and accomplishments are grouped into three general categories: (1) applications reengineering, (2) IT infrastructure and security, and (3) IT management strategy and governance.

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 life cycle (SDLC) process, comprehensive database architectures, and the use of Web technology to more efficiently collect, access, and disseminate data. 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 Enterprise Architecture (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, as well as embark on an effort to develop comprehensive system and process documentation.

Web Applications—BEA will continue to build and refine interactive applications on its Web site to improve the user-friendliness and timeliness of disseminating and collecting data. Projects will span all BEA program areas and will include: expansion of previously published estimates; new interactive site for the display and download of international investment time-series data; application to automate and accelerate the delivery of RIMS multipliers to users directly from the Web site; expansion and upgrades to the electronic survey data collection systems that will ease the burden on survey respondents and on BEA staff; and various other improvements to BEA's existing and popular interactive Web applications.

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 providing a robust platform for reengineered applications and on ensuring systems and network reliability and security. This is accomplished by planning, budgeting, and implementing a rigorous program of technical refreshment of hardware and software infrastructure components. 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 processes and SDLC. For example, in 2004, BEA enhanced its SDLC to incorporate security planning throughout all life cycle phases.

IT management strategy and governance—BEA continues to refine its management practices to minimize IT investment risk and to increase the overall program-related return on investment. These strategies include the effective use of cost, schedule, and performance measurements. BEA also continues its effort to implement industry best practices into its capital planning and investment control processes. This is achieved through a comprehensive Enterprise IT Architecture 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.



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 10,000 time series each month and nearly 2 million economic data on both a quarterly and on an annual basis. These data are used as critical ingredients in budget forecasts, public policymaking, monetary policy 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 its 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.

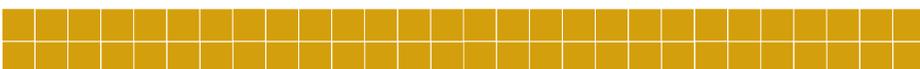
Addressing data gaps and other shortcomings—The overall quality of the NIPA estimates is very high, but that quality is jeopardized by several gaps resulting from inadequate source data or from recent changes in the economic environment. In addition, there are long-standing measurement problems, such 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 updating classifications, 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. The Strategic Plan also identifies actions to develop and incorporate several new data sources.

Improving consistency and integration with other accounts—In order to assemble an overall picture of the economy, many users want to move seamlessly among BEA's accounts and 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 and to improve estimation processes within BEA to integrate estimates. BEA will also take steps to begin preparing estimates integrated with the flow-of-funds 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. BEA is also actively involved in developing and updating the international standards.

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 research and development (R&D) satellite accounts. BEA prepares the benchmark I-O accounts every five years, based on detailed data from the economic censuses 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 BEA 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 has been accelerated from a three-year lag to a one-year lag. Additional his-



toric NAICS-based GDP-by-industry estimates will be released in 2006, nearly three years earlier than anticipated. Improvements are being made to the accelerated GDP-by-industry estimates, including better real measures of GDP by industry and increased levels of detail. BEA continues to develop quarterly GDP-by-industry estimates, anticipating the first release of these estimates in 2008.

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.

Addressing data gaps and measurement problems—The quality and usefulness of the industry accounts could be further enhanced by seeking better source data, improving surveys, and developing new methodologies. The Strategic Plan includes projects to address these areas, including research 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 position accounts, as well as financial and operating data on 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 expand electronic data collection and dissemination, thereby improving the efficiency of survey processing and usefulness of the international accounts section of the Web site. BEA will conduct research on implementing new sampling and imputation techniques, reducing the resources required

to estimate data for relatively small companies that now must report in BEA surveys. BEA will continue to pursue data sharing opportunities with other agencies, maximizing the usefulness of the data collected by BEA and these other agencies. In addition, BEA will improve the usefulness of data on multinational companies by designing annual surveys for banks (currently surveyed only once every 5 years) and by accelerating both the summary and detailed data.

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 broadening the coverage and expanding the detail 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 International Monetary Fund's Balance of Payments Manual presents BEA with an opportunity (as well as some level of compulsion) to review and update its definitions, methodologies, and data products and analyses. BEA also promotes consistency with international standards by providing technical assistance to other countries.

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 broad-

International Support

On an increasingly regular basis, BEA hosts foreign visitors seeking guidance in efforts to improve their nations' production of economic statistics. This growing trend indicates the high regard in which BEA is held globally. "In the international arena, [BEA] is highly regarded as one of the world-class statistical institutions in producing comprehensive statistics and analyses," writes Leow Bee Geok, Acting Chief Statistician of Singapore. Among the nations BEA has recently provided technical assistance are:

- | | |
|-------------|-----------|
| Canada | Australia |
| Sweden | China |
| Hong Kong | Thailand |
| Taiwan | Singapore |
| South Korea | Japan |
| Egypt | Russia |
| Iraq | Macedonia |
| Brazil | Chile |



ening 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 regional data users with dramatically earlier access to these estimates. The Strategic Plan calls for accelerating GSP by industry, annual metropolitan area personal income, and components of county personal income.

Producing 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 multipliers. New estimates of gross state product for 1963–76 will be developed using the current methodology and, if research indicates feasibility, estimates of personal income and GSP will be provided on a NAICS-basis back to 1990.

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 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 and to incorporate these reconciled estimates into the national, industry, and regional accounts.

Improving source data—The quality of the regional estimates can be improved through the identification, development, and incorporation of 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.

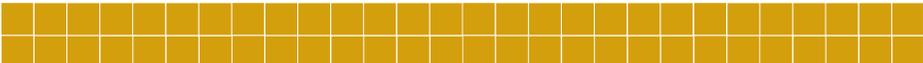
Customer outreach—BEA will continue to improve access to its regional data and the relevance of such data to users. The Strategic Plan identifies several means for achieving this, including RIMS users' workshops, the development of a Web-based ordering and estimate delivery system for regional input-output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

Improvements to methods and data—BEA is committed to continual improvement in its computation methods for the estimates that comprise 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 all BEA staff work with their colleagues in those agencies to upgrade the economic accounts by improving the relevance, quality, and timeliness of existing source data; identifying untapped but potentially useful existing data; and developing new data.

The following key data sources are the focus of BEA's efforts 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 is working with BLS to expand their Current 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 (formerly the 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 will explore using the American Community Survey, for its residence adjustments and for other data that are more frequent than those collected in the Decennial Census.

Department of the Treasury data—BEA’s international accounts need timely access to the recently expanded Treasury International Capital reporting system. 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 through BEA surveys, a variety of improvements will be considered. Possible improvements

include: moving inquiries about affiliated services onto the forms that currently capture only information about unaffiliated services, thereby increasing the detail on services and helping to avoid double counting or missed reporting; implementing improvements identified by an outside contractor to enhance the estimates, such as baseline surveys and better estimation techniques; and developing a more comprehensive mailing list (an explicit recommendation in the Government Accountability Office report on imports of services from India), which will require the assistance of the Census Bureau and the IRS.

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 estimate 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.

BEA Advisory Committee Members

The BEA Advisory Committee advises the Director on matters related to the development and improvement of BEA’s national, regional, industry, and international economic accounts, with a focus on 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



Additional Detail

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

and provides milestones through FY 2010. 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.

Measure	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Target	FY 2007 Target
Timeliness: Reliability of Delivery of Economic Data (Number of Scheduled Releases Issues on Time)	48 of 48	54 of 54	54 of 54	54 of 54	TBD
Relevance: Customer Satisfaction with Quality of Products and Services (Mean Rating on a 5-point Scale)	4.4	4.3	4.4	Greater than 4.0	Greater than 4.0
Accuracy¹: Percent of GDP Estimates Correct	85%	88%	96%	Greater than 85%	Greater than 85%
Budget-Related: Improving GDP and the Economic 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.	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	BEA completed all major Strategic Plan milestones related to accelerating economic estimates.	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	BEA completed all major Strategic Plan milestones related to meeting international obligations.	BEA completed all major Strategic Plan milestones related to meeting international obligations.	BEA completed all major Strategic Plan milestones related to meeting international obligations.	Successful completion of related Strategic Plan milestones.	Successful completion of related Strategic Plan milestones.

1. This performance measure provides an estimate of BEA's ability—through its early GDP estimates—to accurately measure: (1) whether the economy is expanding or contracting; (2) whether the economy is growing faster or slowing; (3) whether the economy is strong or weak; (4) the trend GDP growth rate; (5) the quarterly GDP growth rate; and (6) the level of current-dollar GDP.



BEA Strategic Plan for FY 2006-FY 2010

National Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
1.1	National Income and Product Accounts (NIPA) Estimates	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 (I-O) table.	Prepare quarterly estimates of GDP and NIPA tables.	Prepare quarterly estimates of GDP and NIPA tables.
1.2	Monthly Personal Income and Outlays	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. Incorporate 2002 I-O table.	Prepare monthly estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.
1.3	Fixed Assets and Consumer Durable Goods	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.	Incorporate 2002 I-O table; prepare to incorporate 2002 capital flow table. Prepare annual estimates of fixed assets and consumer durables for 1925–2007.	Incorporate 2002 capital flow table. Prepare annual estimates of fixed assets and consumer durables for 1925–2008.	Prepare annual estimates of fixed assets and consumer durable goods for 2007–2009.
1.4	International Submissions	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare 2004–2006 Government Finance Statistics (GFS) and quarterly International Financial Statistics (IFS) for Treasury to submit to IMF. Prepare fixed asset estimates by International Standard Industrial Classification (ISIC) for OECD.	Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2005–2007 GFS and quarterly IFS for Treasury to submit to IMF.	Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2006–2008 GFS and quarterly IFS for Treasury to submit to IMF.	Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare benchmark GFS and quarterly IFS estimates through 2009 for Treasury to submit to IMF.	Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2008–2010 GFS and quarterly IFS for Treasury to submit to IMF.
1.5	NIH Biomedical Research & Development (R&D) Price Index	Prepare estimates of biomedical R&D 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.	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.
1.6	Communications About the NIPAs	Develop and implement updated written presentations of NIPA estimates. Develop FAQs for Web site.	Hold NIPA data users' conference. Develop FAQs for Web site.	Develop FAQs for Web site.	Develop FAQs for Web site.	Hold NIPA data users' conference. Develop FAQs for Web site.
1.7	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	Convert inventory estimates to 2002 NAICS.	Prepare for conversion of fixed assets estimates to 2002 NAICS. Begin to incorporate NAPCS-based services into PCE.	Begin conversion of fixed assets estimates to 2002 NAICS. Incorporate additional NAPCS-based services into PCE. Develop a functional classification for PCE.	Convert fixed assets estimates to 2002 NAICS and incorporate 2002 capital flow table.	

BEA Strategic Plan for FY 2006-FY 2010

National Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
1.8	Modernize and improve national accounts processes and systems	Begin to migrate income-side current estimates to NIPA central system. Test NIPA product-side central system for benchmark revision. Improve integration of the private capital stock processing system with the NIPA central system. Implement government capital stock reengineering.	Test and implement NIPA central system for income-side estimates. Evaluate results of NIPA central system for benchmark revisions. Continue integration of the private capital stock processing system with the NIPA central system. Continue FAME conversions for current and annual estimates.	Use STATS and other new systems to compile benchmark revisions.	Continue FAME conversion for current-estimate and revision processing.	Continue FAME conversion for current-estimate and revision processing.
1.9	Improve Estimates Using Real-Time 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 for the 2007 annual revision. 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 measures of taxpayer nonfiling.	Update PCE goods estimates with real-time scanner data.	Update PCE goods estimates with real-time scanner data.
1.10	Improve Estimates of Personal Consumption Expenditures	Prepare proposals on additional uses of Quarterly Services Survey (QSS) data. Prepare proposal to incorporate transactions price data into light truck estimates in the 2006 annual revision. Begin incorporating Census merchandise line sales on a best change basis in the 2006 annual revision. Prepare proposal on casino gambling.	Review and reconcile 2002 I-O table for PCE estimates. Prepare a proposal to harmonize methodologies for new cars and light trucks. Prepare proposals on medical and hospitalization insurance benefits and on air transport prices.	If proposal is accepted, prepare estimates using harmonized new car and light truck methodologies. Incorporate Census merchandise line sales on a best-level basis for the comprehensive revision.		

BEA Strategic Plan for FY 2006-FY 2010

National Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
1.11	Improve Estimates of Private Investment and Fixed Assets	Continue research on improved price indexes and on software. Develop a reconciliation of NIPA and fixed-asset investment estimates.	Evaluate contractor's final report on software prices. Publish reconciliation of private fixed investment by type of asset. Incorporate new inventory price weights for selected industries/components. Continue research on capitalization of movies and sound recordings and on capital stock measurement. If defense equipment inventory proposal is accepted, prepare historical estimates.	Prepare proposals and estimates 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. Continue research on capital stock.	Review and implement revision proposals (capital stock). Continue research on capital stock.
1.12	Improve Income Estimates	If feasible, incorporate national research program data into NIPA income estimates. Based on research, prepare and implement proposals to improve farm estimates. Update alternative saving measures.	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. Evaluate data and measures of monetary interest.	Based on outcome of contractor review, prepare proposals to improve income-side estimates. Prepare estimates reflecting methodology improvements for monetary interest. If approved, implement improve methodology for quarterly corporate profits.	If proposals are accepted, implement improved income-side estimation methods. Review and evaluate alternative saving measure. Reevaluate methodology for stock options.	If approved, adopt improved methodology for stock options. If approved, prepare new alternative saving measures.
1.13	Improve Government Sector Estimates	Propose improved estimates of pension benefit guaranty corporation benefits for the annual revision. Prepare status reports for research on government property and casualty insurance programs, accrual accounting, timing of defense and private inventories equipment, enterprise and pension plan sectoring, compensation in kind, and territorial adjustments. Conduct research on real output measures.	Prepare proposals and estimates for property and casualty insurance, accrual accounting, timing of defense and private inventory equipment, enterprise and pension plan sectoring, compensation in kind, territorial adjustments, capital transfers, and unified motor vehicles estimates. Conduct research on real output measures.	If approved, incorporate revised estimates of government property and casualty insurance programs, cash-based estimates on an accrual basis, timing of defense and private inventories equipment, appropriately sectored enterprises and pension plan administrative operations, compensation in kind, territorial adjustments, capital transfers, and unified motor vehicles estimates. Conduct research on real output measures.	Prepare proposals for real output measures.	Extend research on nonprofit institutions and imputed rental price of government capital.

BEA Strategic Plan for FY 2006-FY 2010

National Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
1.14	Methodology Papers/ Documentation	Release up-dated versions of "Introduction to National Accounting" and "A Guide to the NIPAs." Begin drafting a guide for new users of the national accounts. Prepare an outline for NIPA Concepts and Methods.	Release a guide for new users of the national accounts. Begin drafting NIPA Concepts and Methods.	Release two chapters of NIPA Concepts and Methods.	Release an additional four chapters of NIPA Concepts and Methods.	Release an additional four chapters of NIPA Concepts and Methods.
1.15	National Accounts Training	Complete implementation of an in-house national accounts training program.				
1.16	Research on National Accounts Concepts and Methods	Prepare estimates for flow of funds integration. Prepare progress report on alternative measures of valuation and estimation of employer cost of defined benefit pension plans.	Publish preliminary integrated NIPA and flow of funds and accumulation accounts. If proposed changes are approved, develop systems for incorporating changes into national accounts. Report on results of research on defined benefit pension plans and consider options for the NIPAs.	Based on outcome of research on defined benefit pension plans, prepared estimates either as supplemental estimates or improved NIPA		
1.17	Improve Major NIPA Revisions	Develop procedures for evaluating and prioritizing proposed changes in concepts or methods in the industry and national accounts. Establish an inter-directorate steering committee to review proposals. Initiate process for upcoming comprehensive revision. Establish teams to test proposals. Develop processes for exchanging prototype estimates. Conduct research to determine improvement in accuracy from additional information using feedback between industry estimates and NIPA estimates.	Using feedback, prepare prototype annual estimates shared by the industry and national accounts. Steering committee evaluates and prioritizes cross-cutting methodological and conceptual proposal for the 2008 comprehensive revision. Benchmark accounts implement proposals where feasible. Directorate testing teams test proposals	Continue to implement improved processes.	Formalize process for ongoing revisions to the national accounts.	

BEA Strategic Plan for FY 2006-FY 2010

National Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
1.18	Participate in the System of National Accounts (SNA) Revision	Participate in SNA Advisory Expert Group and assist in development of proposals for update of SNA.	Continue to participate in SNA Advisory Expert Group. Review final recommendations for SNA revision.	Evaluate impact of the SNA revision for the NIPAs.		
1.19	Research Production Account and Capital Inputs	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 2006-FY 2010

Industry Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
2.1	2002 Benchmark Input-Output (I-O) Accounts	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.	Incorporate 2007 Economic Census data into the benchmark I-O framework as data are available from the Census Bureau. Prepare and release preliminary detailed estimates of gross output.
2.2	Annual Industry Accounts (GDP-by-Industry and Annual I-O)	Prepare and release all estimates for 2004 and revised estimates for 2002 and 2003.	Prepare and release all estimates for 2005 and revised estimates for 2003 and 2004.	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.	Prepare and release all estimates for 2008 and revised estimates for 2006 and 2007.
2.3	Advance GDP-by-Industry Estimates	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 on a 2002 NAICS basis for 2008.	Prepare and release advance estimates of GDP-by-industry for 2009.
2.4	GDP-by-Industry Estimates for the International Community	Prepare GDP-by-industry estimates for 2002–2004 consistent with 1993 System of National Accounts (SNA) for submission to Organization for Economic Cooperation and Development (OECD) and for international comparisons by BEA data users.	Prepare update of GDP-by-industry estimates for 2003–2005 consistent with 1993 SNA for OECD and for international comparisons by BEA data users.	Prepare update of GDP-by-industry estimates for 2004–2006 consistent with 1993 SNA for OECD and for international comparisons by BEA data users.	Prepare GDP-by-industry estimates for 2007 and earlier years consistent with the comprehensive revision of the annual industry accounts and the 1993 SNA for OECD, and for international comparisons by BEA data users.	Prepare update of GDP-by-industry estimates for 2006–2008 consistent with 1993 SNA for OECD and for international comparisons by BEA data users.
2.5	Travel and Tourism Satellite Accounts (TTSA)	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 TTSA for 1998–2007 and quarterly estimates based on comprehensive revision to annual industry accounts.	Dependent upon the continuation of external funding, release revised 2006–2008 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.

BEA Strategic Plan for FY 2006-FY 2010

Industry Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
2.6	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						
2.7	Improved Estimates of Final Uses in the Benchmark I-O Accounts	Review and evaluate proposed revisions to improve estimates for selected personal consumption expenditures categories.	Incorporate approved revisions into the 2002 benchmark I-O accounts.			
2.8	Improved Estimates of Industry Expenses in the Benchmark I-O Accounts	Review and evaluate proposed revisions to improve estimates for state and local government intermediate purchases for hospitals, transportation, and construction. Incorporate approved revisions into the 2002 benchmark I-O accounts.	Continue to incorporate approved revisions into the 2002 benchmark I-O accounts.			
2.9	Improved Estimates of Taxes on Production and Imports in the Benchmark I-O Accounts	In conjunction with the regional economic accounts, continue research to improve estimates of taxes on production and imports. Review and evaluate proposed revisions and incorporate approved revisions into the 2002 benchmark I-O accounts.	Continue to incorporate approved revisions into the 2002 benchmark I-O accounts.			
2.10	Valuation of Industry Output from Producer's Prices to Basic Prices	Develop methodologies for changing valuation in industry accounts; evaluate methodologies. If proposed changes are approved, develop systems for incorporating changes in industry accounts.	If proposed changes are approved, develop system for incorporating changes in industry accounts.			

BEA Strategic Plan for FY 2006-FY 2010

Industry Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Assessing and Enhancing the Annual Input-Output and GDP-by-Industry Accounts						
2.11	Quarterly GDP-by-Industry Estimates	Collect quarterly source data and prepare experimental quarterly GDP-by-industry estimates for testing and evaluation.	Complete testing and evaluation of experimental estimates and begin preparing prototype quarterly GDP-by-industry estimates; make recommendations for release and revision cycles.	Prepare and release initial quarterly GDP-by-industry estimates for the first quarter of 2008.		
2.12	Improved Accelerated GDP-by-Industry Estimates	Evaluate advance estimates for 2004; research availability of improved data for gross output and commodity prices and prepare prototype advance estimates. Begin evaluating feasibility of providing increased levels of industry detail for value added.	Evaluate advance estimates for 2005; publish advance 2006 estimates using double-deflation technique, if feasible. Continue evaluation of providing greater industry detail for value added. Evaluate feasibility of providing, nominal estimates, quantity indexes, and price indexes for gross output and intermediate inputs.	Evaluate advance estimates for 2006; make recommendations on providing increased industry detail for value added. Evaluate feasibility of providing nominal estimates, quantity indexes, and price indexes for gross output and intermediate inputs.	Evaluate advance estimates for 2007; make recommendations on providing increased industry detail for value added. Evaluate feasibility of providing nominal estimates, quantity indexes, and price indexes for gross output and intermediate inputs.	Evaluate advance estimates for 2008.
2.13	Historical GDP by Industry on a NAICS Basis	Release pre-1987 GDP-by-industry estimates on a NAICS basis.				
2.14	Improved Establishment Distributions of Company Estimates for Annual Industry Accounts	Evaluate results from using annual conversion matrices to distribute company profits, net interest, and depreciation by establishment.	If results are approved, implement in annual industry accounts.			

BEA Strategic Plan for FY 2006-FY 2010

Industry Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
2.15	Improved Intermediate Input Estimates for Annual Industry Accounts	Develop methodologies for incorporating new expense estimates from Census annual surveys.	Evaluate prototype estimates from incorporating expense data from Census Services Annual Survey (SAS).	Begin incorporating expense data from Census Services Annual Survey (SAS). Evaluate prototype estimates from incorporating expense data from Census Annual Survey of Manufacturers (ASM).	Begin incorporating expense data from Census Annual Survey of Manufacturers (ASM). Continue incorporating expense data from Census Services Annual Survey (SAS).	Continue incorporating expense estimates from Census SAS and ASM.
2.16	Detailed Estimates for Annual Industry Accounts	Evaluate quality of unpublished personal consumption expenditures (PCE) and producer's equipment and software (PES) detailed bridge estimates.	Begin publishing detailed estimates assessed to be of high quality.			
Assessing and Enhancing Satellite Accounts (TTSA and R&D)						
2.17	Improved Annual and Quarterly Travel and Tourism Estimates	Dependent on the continuation of funding, incorporate trade in tourism estimates in quarterly releases and continue to investigate the development of measures for the rental of vacation homes.	Dependent on the continuation of funding, incorporate measures for the rental of vacation homes.			
2.18	Development of Satellite Research and Development (R&D) Accounts	Develop preliminary prototype R&D satellite accounts, and conduct research into the feasibility of creating industry-level R&D satellite accounts.	Develop final prototype R&D satellite accounts, and continue research into the feasibility of creating industry-level R&D satellite accounts.	Dependent on the availability of funding, develop industry-level R&D satellite accounts.		

BEA Strategic Plan for FY 2006-FY 2010

Industry Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Integration with BLS Productivity Estimates						
2.19	Review and Reconcile Output with Comparable Bureau of Labor Statistics (BLS) Measures	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.	Continue developing harmonized measures of industry output with BLS and continue to produce papers documenting the joint effort.
Integration with National Economic Accounts						
2.20	Improve Processes for Revising the Industry and National Accounts	Develop procedures for evaluating and prioritizing proposed revisions to the industry and national accounts. Establish an interdirectorate steering committee to initiate process for upcoming comprehensive revision. Develop processes for exchanging prototype estimates. Establish feedback system between industry and national accounts to improve consistency between accounts.	Using feedback, prepare prototype annual estimates shared by the industry and national accounts. Steering committee evaluates and prioritizes cross-cutting methodological and conceptual proposals for the 2008 comprehensive revision. Benchmark accounts implement proposals where feasible.	Revise processes and procedures as needed.	Revise processes and procedures as needed.	Revise processes and procedures as needed.
Improvements to Processing Systems						
2.21	IT Reengineering and Documentation	Continue to improve and integrate the processing systems for the annual I-O and GDP-by-industry accounts; continue the documentation of these processing systems and related operating procedures.	Continue to improve and integrate the processing systems for the annual I-O and GDP-by-industry accounts; continue the documentation of these processing systems and related operating procedures.	Continue to improve and integrate the processing systems for the annual I-O and GDP-by-industry accounts; complete the documentation of these processing systems and related operating procedures.		

BEA Strategic Plan for FY 2006-FY 2010

International Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
3.1	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.
3.2	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.
3.3	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.
3.4	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.
3.5	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.
3.6	Electronic Data Collection and Dissemination	Maintain and update the international accounts Web site and the electronic reporting system.	Maintain and update the international accounts Web site and the electronic reporting system.	Maintain and update the international accounts Web site and the electronic reporting system.	Maintain and update the international accounts Web site and the electronic reporting system.	Maintain and update the international accounts Web site and the electronic reporting system.
New Initiatives						
3.7	Research and Improve Estimates of Trade in Goods	Work with Census Bureau in concluding studies into sources of mismeasurement in estimates of imports and exports of goods. Consider feasibility of methods for improving the estimates.	Implement appropriate methods to improve goods trade data.	Assess results of prior efforts to improve the goods trade data. Continue utilizing the improved methods.	Assess results of prior efforts to improve the goods trade data. Continue utilizing the improved methods.	Continue utilizing the improved methods.
3.8	Research and Improve Estimates of Affiliated and Unaffiliated Services Trade	Conduct research into improving estimation techniques, survey sample frame improvements, analysis of partner country data, and/or other measures to improve estimates of services imports and exports.	Implement improvements in services trade data collection and estimation techniques.	Maintain and update the sources and methods that were developed to improve the services trade estimates.	Maintain and update the sources and methods that were developed to improve the services trade estimates.	Maintain and update the sources and methods that were developed to improve the services trade estimates.
3.9	Derivatives	If results from the Department of Treasury's new quarterly derivatives surveys are received by BEA they are evaluated for possible inclusion in the ITAs and the IIP accounts.	If survey results are robust, they included in the ITAs and IIP accounts by BEA.	Survey results are included in the ITAs and IIP accounts by BEA.	Survey results are included in the ITAs and IIP accounts by BEA.	Survey results are included in the ITAs and IIP accounts by BEA.

BEA Strategic Plan for FY 2006-FY 2010

International Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
3.10	Quarterly Surveys of International Services Transactions	BEA continues conducting quarterly services surveys and incorporating data in the accounts. Research is done on combining the coverage of affiliated and unaffiliated services on the same survey instruments.	BEA conducts quarterly services surveys and incorporates data in the ITAs. Combine coverage of affiliated and unaffiliated services on the same survey instruments, to improve accuracy and usefulness.	Continue conducting quarterly services surveys and incorporating data into the accounts.	Continue conducting quarterly services surveys and incorporating data into the accounts.	Continue conducting quarterly services surveys and incorporating data into the accounts.
3.11	Benchmark Surveys of International Services Transactions	Design the 2006 benchmark survey of selected services and intangible assets. Conduct research on combining coverage of affiliated and unaffiliated services on the same survey instrument.	Conduct the redesigned 2006 survey of selected services and intangible assets.	Consider appropriateness of designing a new benchmark survey of international insurance transactions covering transactions in 2008.	Conduct new 2008 benchmark survey of insurance transactions and include data in the ITAs. Design benchmark survey of financial services transactions, covering affiliated and unaffiliated transactions in 2009.	Conduct redesigned 2009 benchmark survey of financial services transactions, and incorporate data in the ITAs.
3.12	Utilize Statistical Sampling Techniques	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.	Conduct appropriate surveys using sampling techniques.	Conduct appropriate surveys using sampling techniques.
3.13	Prepare Additional Special Studies	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.	Prepare special studies to extend analysis of international accounts data.
3.14	Monitor and Contribute to the Work of International Organizations in Updating Statistical Standards	Continue contributing to the work of the international organizations and expert groups involved with updating international statistical standards, including the International Monetary Fund, Organization for Economic Cooperation and Development, and United Nations.	Contribute as appropriate to the work of groups involved with updating international statistical standards.	Contribute as appropriate to work of groups involved with updating international statistical standards.		

BEA Strategic Plan for FY 2006-FY 2010

International Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
3.15	Update Statistical Methods	Work on identifying areas where BEA statistical practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Work on identifying areas where BEA statistical practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Begin implementing improvements to the international accounts, in light of the most recent international recommendations.	Implement further improvements to the international accounts, in light of the most recent international recommendations.	Implement further improvements to the international accounts, in light of the most recent international recommendations.
3.16	International Statistical Leadership	Assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services.	Assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services.	Assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services.	Assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services.	Assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services.
3.17	New and/or More Timely Data on Multinational Companies (MNC) Operations	Consider collecting financial and operating data from bank parents and affiliates annually instead of once every five years. Explore the feasibility of accelerating the release of summary estimates of sales of services by MNCs.	Explore feasibility of conducting a new survey of MNCs that would permit BEA to more fully or more 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. Develop summary estimates of sales of services by MNCs covering 2006, for substantially accelerated release (October 2007 instead of October 2008).	If determined feasible, design a new survey of MNCs to more fully or quickly answer complex current economic questions. In addition, obtain OMB approval for annual surveys of bank operations. Continue releasing summary estimates of MNC services on the accelerated schedule.	If determined feasible, obtain OMB approval for a new survey of MNCs, designed to more quickly answer current economic questions, and begin conducting it. If OMB approval is obtained, conduct the first annual survey of bank operations.	If the new survey of MNCs is conducted, prepare reports or articles presenting its results. As necessary, update and revise the survey to cover additional or different topics.
3.18	Supplemental Classifications for Holding Companies	Continue research into feasibility of developing a supplemental classification for foreign affiliate holding companies and/or of companies held by these affiliates.	If feasible, construct experimental estimates of USDIA for foreign affiliate holding companies and/or their affiliates. Share results with the international community.	If feasible, begin presenting supplemental estimates annually.	Continue presenting supplemental estimates annually.	Continue presenting supplemental estimates annually.

BEA Strategic Plan for FY 2006-FY 2010

International Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
3.19	Cognitive Redesign of Surveys	Working jointly with a contractor, improve the design and clarity of selected BEA international surveys.	Expand the survey design improvements to additional BEA surveys.	Expand the survey design improvements to additional BEA surveys.		
3.20	Interagency Data Sharing Projects	Conduct interagency data sharing project with Census (on foreign direct investment), National Science Foundation, and Census (on R&D), BLS, and/or others, to improve the quantity or quality of data on direct investment, R&D spending, international outsourcing, or other important topics.	Work toward conducting additional interagency data sharing projects.	Continue supporting data sharing projects.	Continue supporting data sharing projects.	Continue supporting data sharing projects.
3.21	Improvements to Travel Estimates with Credit Card Data	Perform research into feasibility of using data on credit card transactions to improve the estimates of travel in the ITAs.	If it is concluded that credit card data would improve the travel estimates in the ITAs, propose a method for obtaining the data, such as by expanding an existing survey or designing a new survey.	Utilize credit card data 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.

BEA Strategic Plan for FY 2006-FY 2010

Regional Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
4.1	Annual/Benchmark State Personal Income (SPI) Including Disposable SPI	Release annual 2005 SPI with NAICS 2002 industries. Publish state personal income publication.	Release annual 2006 SPI with NAICS 2002 industries.	Release annual 2007 SPI with NAICS industries.	Release annual 2008 SPI with NAICS industries.	Release annual 2009 SPI with NAICS industries.
4.2	Annual/Benchmark Gross State Product (GSP)	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.	Release annual 2008 GSP on NAICS basis.
4.3	Quarterly SPI	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.	Release quarterly SPI with NAICS industries.
4.4	Annual Local Area Personal Income (LAPI)	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.	Release annual 2008 LAPI with NAICS industries and new area definitions.
4.5	Regional Input-Output Multipliers	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.	Incorporate 2008 national annual or benchmark I-O table and local area data.
4.6	Implementation of NAICS for GSP	Initiate research to extend NAICS-based GSP back to 1992.	Continue research to extend NAICS-based GSP back to 1992.	If feasible, release NAICS-based GSP back to 1992.		
4.7	Implementation of NAICS for Personal Income (PI)	If feasible, produce and release NAICS-based state PI for 1990–2000.	Report on the feasibility of producing NAICS-based local area PI for 1990–2000.	If feasible, produce and release NAICS-based local area PI for 1990–2000.		
New Initiatives						
Accelerated Estimates						
4.8	Accelerated Quarterly State Personal Income	Maintain the 5-week acceleration of quarterly state personal income. Research the potential for further accelerations.	If feasible, implement additional accelerations of quarterly estimates.			
4.9	Accelerated Metropolitan Area Personal Income (MAPI)	Dependent on funding, release prototype estimates of accelerated preliminary annual 2005 MAPI.	Dependent on funding, release accelerated preliminary annual 2006 MAPI. Evaluate the quality of these accelerated estimates.	Dependent on funding, release accelerated preliminary annual 2007 MAPI. Complete quality evaluation. If quality is sufficient, make acceleration permanent.		

BEA Strategic Plan for FY 2006-FY 2010

Regional Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
4.10	Accelerated GSP	Monitor revisions in advance total estimates. Modify procedures and/or source data as appropriate. Release prototype advance sector-level GSP for 2004 and advance total GSP for 2005.	Monitor revisions in advance estimates. 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. Dependent on evaluation of revisions, make acceleration permanent.		
4.11	Accelerated County-Level Personal Income and Components	Accelerate by an additional month the release of county-level compensation by industry. Dependent on funding, research and evaluate accelerating the release of county personal income estimates.	Dependent on funding, research and evaluate accelerating the release of compensation by industry and personal income.	Dependent on funding, research and evaluate accelerating the release of compensation by industry and personal income.	Dependent on funding and if feasible, accelerate the release of 2007 compensation by industry. Continue researching acceleration of other components of personal income.	Dependent on funding, accelerate the release of county personal income.
New Estimates and Area Definitions						
4.12	Disposable Metropolitan Area Personal Income (MAPI)	Complete internal report on research into disposable MAPI. Release prototype estimates of 2001 and 2002 disposable MAPI.	Release prototype estimates of metro area disposable personal income for 2003. If feasible, extend years estimated prior to 2001. Research and evaluate producing estimates for more recent years.	Research and evaluate producing disposable MAPI on same schedule as local area personal income.	If feasible, release 2008 disposable MAPI on same schedule as local area personal income.	If feasible, make the estimation of disposable MAPI a permanent part of the regional accounts.
4.13	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.	If feasible, continue to release alternative measures of income and pension receipts by state.
4.14	Substate Gross Product	Continue research into bottom-up estimates of gross product for metropolitan areas.	If feasible, prepare bottom-up prototype estimates of gross product for metropolitan areas.	If feasible, release prototype estimates of gross product for metropolitan areas.	If feasible, continue to release prototype estimates of gross product for metropolitan areas.	If feasible, make the estimation of substate gross product a permanent part of the regional accounts.

BEA Strategic Plan for FY 2006-FY 2010

Regional Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
4.15	Historical GSP	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.		
4.16	Revised BEA Economic Areas	Monitor use of revised 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.	Monitor use of revised BEA economic areas.
Program Improvements						
4.17	Interagency Work: NAICS, North American Product Classification System (NAPCS)	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.
4.18	Improved Consistency of I-O, GDP, and GSP	Continue reconciling taxes on production and imports (TOPI). If feasible, incorporate reconciled TOPI estimates into the national, industry and regional accounts.	Continue TOPI reconciliation. If feasible, incorporate reconciled TOPI estimates into the national, industry and regional accounts.			
4.19	Web-based Regional Input-Output Modeling System (RIMS) Ordering and Delivery	Develop web-based ordering and estimate delivery system.	Implement and 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.	
4.20	Enhancements to RIMS Multipliers	Continue researching new regionalization methods. If feasible, begin developing procedures for incorporating new methods into RIMS. Begin research into estimating interregional feedback effects.	Implement and evaluate new regionalization methods, revising methods as needed. Continue research into estimating feedback effects.	Continue to implement new regionalization methods. Evaluate the feasibility of incorporating interregional feedback effects into RIMS.	If feasible, incorporate interregional feedback effects into RIMS.	

BEA Strategic Plan for FY 2006-FY 2010

Regional Economic Accounts						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
4.21	Integrated Regional Product and Industry Accounts	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.	If feasible, incorporate estimates of gross output by state and industry as a permanent part of the regional accounts.
4.22	Personal Income Mapping	Begin development of 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.	Continue to monitor user feedback and technology, modifying mapping application as appropriate.
4.23	External Communication Enhancements for the Regional Program	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.	Continuously improve external communication of the regional program.
4.24	New Source Data for Personal Income Estimates	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.	Investigate and, as appropriate, incorporate new source data into personal income.	Investigate and, as appropriate, incorporate new source data into personal income.	Investigate and, as appropriate, incorporate new source data into personal income.
4.25	New Source Data for GSP Estimates	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.	Investigate and, as appropriate, incorporate new source data into GSP.

BEA Strategic Plan for FY 2006-FY 2010

Improvements to Methods and Data						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
5.1	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.		
5.2	External Sessions	Organize sessions to showcase recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase recent BEA research, such as sessions at ASSA and IARIW.	
5.3	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.	
5.4	Maintenance and Improvement of Source Data	Work with Census Bureau on 2007 economic census questionnaire.	Work with Census Bureau on 2007 economic census questionnaire.			
		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			
					Work with Census on establishing delivery and processing schedule for 2007 Economic Census	Work with Census on establishing delivery and processing schedule for 2007 Economic Census
		Reviewing NAICS for future changes	Reviewing NAICS for future changes	Reviewing NAICS for future changes	Reviewing NAICS for future changes	Reviewing NAICS for future changes
		Continue development of NAPCS and work with Census on incorporating NAPCS products in 2007 Economic Census	Continue development of NAPCS			
		Incorporate QSS and work with Census on the expansion of QSS	Incorporate QSS and work with Census on the expansion of QSS	Incorporate QSS and work with Census on the expansion of QSS		

BEA Strategic Plan for FY 2006-FY 2010

Improvements to Methods and Data						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
5.5	Maintaining Quality of Estimates	Maintain information under the information quality guidelines (IQG) and address any concerns. Revision Study for International Transaction Accounts	Maintain information under the IQG and address any concerns.	Maintain information under the IQG and address any concerns.	Maintain information under the IQG and address any concerns.	Maintain information under the IQG and address any concerns.
5.6	Conduct Research for Satellite Accounts	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.	
5.7	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.	
5.8	Advisory Committees	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 2006-FY 2010

Management						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency						
6.1	Continuity of Operations (COOP)	Evaluate effectiveness of the COOP. Focus testing on employee accountability system. Participate in DOC and Government-wide test events.	Implement improvements to COOP identified in FY 2006 evaluation. Continue annual testing. Provide training to employees.	Evaluate effectiveness of the COOP. Continue annual testing.	Implement improvements to COOP identified in FY 2008 evaluation. Continue annual testing. Provide training to employees.	Evaluate effectiveness of the COOP. Continue annual testing.
Sustaining and Enhancing BEA's External Communications						
6.2	External Communication Strategies	Continue implementation of external communications plan. Develop targeted communications strategy based on customer survey results. Identify specific improvements across BEA.	Evaluate effectiveness of external communications strategy. Increase integrated outreach efforts to all customers, stakeholders and partners.	Continue implementation of external communications plan. Implement improvements identified in FY 2007 evaluation.	Implement improvements identified in FY 2008 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.
6.3	Management of Ongoing Communications Program	Manage all aspects of the ongoing communications program, including publication of the SURVEY OF CURRENT BUSINESS, maintaining content on the Web site, responding to media inquiries, and attending conferences. Integrate external communications plan with ongoing activities.	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.	Continue to manage the ongoing communications program.
6.4	Web Site	Conduct an information architecture evaluation of the Web site based on survey results, including baseline usability testing. Implement changes based on evaluation. Implement FAQ software. Ensure compliance with OMB regulations.	Based on FY 2006 customer survey results, continue enhancements to the Web site. Conduct usability testing.	Continue implementing improvements identified in the FY 2007 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.	Continue implementing improvements identified in the FY 2009 Web site customer satisfaction survey, with input from BEA program areas.

BEA Strategic Plan for FY 2006-FY 2010

Management						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
6.5	SURVEY OF CURRENT BUSINESS	Continue implementing improvements to SURVEY OF CURRENT BUSINESS, specifically better use of graphics and improved content. Continue implementing improvements in the publication process. Begin Web-optimized version.	Complete implementation of improvements to the content of the SURVEY OF CURRENT BUSINESS. Complete improvements in the publication process and procedures. Complete Web-optimized version.	Conduct evaluation of the presentation and content of the SURVEY OF CURRENT BUSINESS, with input from BEA program areas.	Implement improvements to the SURVEY OF CURRENT BUSINESS identified in FY 2008 evaluation.	Conduct evaluation of the presentation and content of the SURVEY OF CURRENT BUSINESS, with input from BEA program areas.
6.6	Communications Tools	Continue to enhance presentation and content of BEA publications based on revised BEA identity, with input from BEA program areas. Integrate external communications plan with ongoing activities.	Review and enhance presentation of 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 BEA publications. Ensure a consistent “look and feel” to BEA products.	Continue enhancements to BEA publications and products as identified in FY 2009 review.
6.7	Advisory Committee Management	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.	Conduct BEA advisory committee meetings. Review procedures and processes for improvements to process. Review member appointment terms.
Providing Opportunities for User Feedback						
6.8	Customer Satisfaction Survey	In conjunction with the 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. Evaluate potential for consolidating customer satisfaction surveys.	In conjunction with the 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 the 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 the BEA program areas, develop an action plan and take action on results of FY 2008 survey. Provide feedback to survey respondents. Conduct FY2009 customer survey.	In conjunction with the BEA program areas, develop an action plan and take action on results of FY 2009 survey. Provide feedback to survey respondents. Conduct FY2009 customer survey.

BEA Strategic Plan for FY 2006-FY 2010

Management						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
6.9	Web Site Customer Satisfaction Survey	Continue to conduct customer survey targeted specifically at the effectiveness of the Web site. Continue to act on survey results, with input from BEA program areas. Evaluate usefulness of survey.	Continue customer survey targeted specifically at the effectiveness of the Web site. Take action on survey results, with input from BEA program areas.	Continue customer survey. Evaluate effectiveness of survey tool.	Conduct a customer survey targeted specifically at the effectiveness of the Web site. Take action on survey results, with input from BEA program areas.	Continue customer survey. Evaluate effectiveness of survey tool.
Sustaining and Enhancing BEA's Internal Communications						
6.10	Meetings	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.	Continue conducting formal and informal internal communications meetings with BEA staff. Evaluate effectiveness of meetings.
6.11	Intranet	Continue implementing plan to enhance internal communications through improvements to the BEA Intranet based on organizational assessment process. 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.	Implement results from FY2009 evaluation.
6.12	Products and Services	Continue to manage ongoing internal communications products and services, including publication of BEA Details and Diversity Newsletter, and management of bulletin board system and BEA orientation program.	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.	Continue to manage the ongoing internal communications products and services.
Assessing and Improving BEA's Organizational Climate						
6.13	Organizational Assessment	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 FY2008 employee survey's change committees' recommendations approved by Executive Staff.	

BEA Strategic Plan for FY 2006-FY 2010

Management						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
6.14	Quality of Work Life Program	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.	
6.15	Occupant Emergency Plan (OEP)	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						
6.16	Program Assessment Rating Tool (PART)	If assessed by the Office of Management and Budget (OMB), provide justification, evaluate FY 2005 recommendations, and implement improvements.	If assessed by the OMB, provide justification, evaluate FY 2006 recommendations, and implement improvements.	If assessed by the OMB, provide justification, evaluate FY 2007 recommendations, and implement improvements.	If assessed by the OMB, provide justification, evaluate FY 2008 recommendations, and implement improvements.	
Managing BEA's Workforce Toward Effective Accomplishment of the Mission						
6.17	Workforce Development	Implement strategies for economist 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 efforts.	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.	Identify skill gaps in entire workforce. Identify strategies for addressing skill gaps.
6.18	Recruitment Efforts	Evaluate effectiveness of recruitment efforts and identify processes to be improved.	Implement improvements to recruitment efforts identified in FY 2006 evaluation.	Evaluate effectiveness of recruitment efforts and identify processes to be improved.	Implement improvements to recruitment efforts identified in FY 2008 evaluation.	Evaluate effectiveness of recruitment efforts and identify processes to be improved.
6.19	Employee Retention	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.	Evaluate effectiveness of retention efforts and identify processes to be improved.
Sustaining and Enhancing Workforce Safety and Security						
6.20	Security Programs	Evaluate effectiveness of security programs and evaluate physical security measures to ensure workplace safety.	Implement improvements to security program and to physical security measures identified in FY 2006 review.	Evaluate effectiveness of security programs and evaluate physical security measures to ensure workplace safety.	Implement improvements to security program and to physical security measures identified in FY 2008 review.	Evaluate effectiveness of security programs and evaluate physical security to ensure workplace safety.

BEA Strategic Plan for FY 2006-FY 2010

Management						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
6.21	Safety & Health Programs	Implement improvements under ADM to safety and health program identified in FY 2005 safety review.	Assess effectiveness of safety and health program.	Implement improvements under ADM to safety and health program identified in FY 2007 review.	Assess effectiveness of safety and health program.	Implement improvements under ADM to safety and health program identified in FY 2009 review.
Sustaining and Enhancing the Management of BEA's Resources						
6.22	Financial Management	Implement improvements to budget execution processes identified in FY 2005 review. More accurately formulate and manage the categories of personnel spending.	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 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.	Implement improvements to budget execution processes identified in FY 2009 review. Prepare FY 2011 BEA President's budget submission. Prepare FY 2012 Secretarial and OMB budget submissions.
6.23	Acquisition Management	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. Work with BEA customers to develop more effective statements of work and identify opportunities for obtaining vendor support with multi-year contracts which allows specific needs to be addressed through the creation of annual, or other service period, task orders.	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.	Implement improvements identified in FY 2009 review of procurement operations. Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner. Continue long-lead time search for lease/space options for 2013.

BEA Strategic Plan for FY 2006-FY 2010

Information Technology						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
7.1	Information Technology (IT) Planning	Update BEA Strategic Plan, Strategic IT plan, and Operational IT Plan.	Update BEA Strategic Plan, Strategic IT plan, and Operational IT Plan.	Update BEA Strategic Plan, Strategic IT plan, and Operational IT Plan.	Update BEA Strategic Plan, Strategic IT plan, and Operational IT Plan.	Update BEA Strategic Plan, Strategic IT plan, and Operational IT Plan.
		Complete/update CPIC and EA maturity models-self assessments.				
7.2	IT Architecture	Update IT architecture.				
7.3	Department of Commerce Chief Information Officer (DOC CIO)	Liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the FY 2008 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the FY 2009 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the FY 2010 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the FY 2011 budget submission.	Liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the FY 2012 budget submission.
7.4	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.
7.5	IT Security	Conduct IT security maturity model self assessment.				
		Conduct IT security awareness training.				
		Complete penetration testing of BEA network.				
		Conduct monthly vulnerability scanning of network infrastructure.				
		Maintain and revise security policies as needed.				
		Certify & accredit all BEA IT systems.	Update security plan and related documents as necessary.	Update security plan and related documents as necessary.	Certify & accredit all BEA IT systems.	Update security plan and related documents as necessary.

BEA Strategic Plan for FY 2006-FY 2010

Information Technology						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Output						
7.6	Office Automation Software	Research OS and office automation upgrades.	Research OS and office automation upgrades.	If approved, upgrade OS and office automation suite.	Research OS and office automation upgrades.	Research OS and office automation upgrades.
7.7	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.
7.8	System for Tabling and Aggregating Time Series (STATS) (GDP System)	Research and continue STATS development of either the product-side Benchmark, and/or the income-side Current Estimate.	Support and upgrade STATS, as appropriate.	Support and upgrade STATS, as appropriate, & prepare for NIPA benchmark revision.	Support and upgrade STATS, as appropriate.	Support and upgrade STATS, as appropriate.
7.9	Regional Systems	Complete the RIMS Documentation effort and support other regional systems reengineering efforts.	Continue regional systems redesign, as appropriate.	Continue regional systems redesign, as appropriate.	Continue regional systems redesign, as appropriate.	Continue regional systems redesign, as appropriate.
		Develop RIMS web-based ordering/delivery system.	Continue to support RIMS and enhance as appropriate.	Continue to support RIMS and enhance as appropriate.	Continue to support RIMS and enhance as appropriate.	Continue to support RIMS and enhance as appropriate.
7.10	Electronic Survey Reporting	Enhance ASTAR for appropriate IID/BPD surveys and expand 2nd generation ASTAR as funded.	Continue to enhance 2nd generation ASTAR & extend to other IID/BPD surveys, as funded.	Continue to enhance 2nd generation ASTAR & extend to other IID/BPD surveys, as funded.	Continue to enhance 2nd generation ASTAR & extend to other IID/BPD surveys, as funded.	Continue to enhance 2nd generation ASTAR & extend to other IID/BPD surveys, as funded.
7.11	Industry System	Upgrade/enhance industry accounts systems, including prepare for publication of 2002 Benchmark I-O.	Support the production and publication of the 2002 Benchmark I-O, as well as support other industry accounts systems as appropriate.	Support industry accounts systems, as appropriate.	Support industry accounts systems, as appropriate.	Support industry accounts systems, as appropriate.
7.13	FAME & Econometric / Statistical Software	Continue to support conversion to FAME.	Continue to support conversion to FAME.	Continue to support conversion to FAME.	Continue to support conversion to FAME.	Continue to support conversion to FAME.
7.14	International Systems Modernization	Continue modernization of international systems.	Continue modernization of international systems.	Continue modernization of international systems.	Continue modernization of international systems.	Continue modernization of international systems.
7.15	Upgrade Biomedical Research and Development Price Index (BRDPI) Survey	Implement NIH/BEA eSurvey data collection.	Support & enhance eSurvey data collection, as appropriate.	Support & enhance eSurvey data collection, as appropriate.	Support & enhance eSurvey data collection, as appropriate.	Support & enhance eSurvey data collection, as appropriate.

BEA Strategic Plan for FY 2006-FY 2010

Information Technology						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data						
7.16	Database	Maintain & update database structure and platform standards and principles; apply to application reengineering efforts as appropriate.	Maintain & update database structure and platform standards and principles; apply to application reengineering efforts as appropriate.	Maintain & update database structure and platform standards and principles; apply to application reengineering efforts as appropriate.	Maintain & update database structure and platform standards and principles; apply to application reengineering efforts as appropriate.	Maintain & update database structure and platform standards and principles; apply to application reengineering efforts as appropriate.
7.17	Web Applications	Upgrade Web applications, as appropriate.	Upgrade Web applications, as appropriate.	Upgrade Web applications, as appropriate.	Upgrade Web applications, as appropriate.	Upgrade Web applications, as appropriate.
		Begin implementation of approved Bureau Task Force recommendations for Intranet modernization.	Complete implementation of approved Bureau Task Force recommendations for Intranet modernization.	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.
		Expand previously published Web site to include regional and industry data, as appropriate.	Support the previously published Web site, as appropriate.	Support the previously published Web site, as appropriate.	Support the previously published Web site, as appropriate.	Support the previously published Web site, as appropriate.
Maintain Infrastructure to Ensure Reliability and Security						
7.18	Virus Protection Software	Evaluate and upgrade virus protection, spam and content filtering, and related software as needed. Implement McAfee Spyware protection.	Evaluate and upgrade virus protection, spam and content filtering, and related software as needed.	Evaluate and upgrade virus protection, spam and content filtering, and related software as needed.	Evaluate and upgrade virus protection, spam and content filtering, and related software as needed.	Evaluate and upgrade virus protection, spam and content filtering, and related software as needed.
7.19	Voice Mail System	Begin voice mail system upgrade.	Complete voice mail system upgrade.	Evaluate/Investigate potential upgrades to voice mail system.	Evaluate/Investigate potential upgrades to voice mail system.	Evaluate/Investigate potential upgrades to voice mail system.
7.20	Desktop and Laptop	Replace 1/3 desktop and 1/3 laptops computers. Investigate possible new client workstation.	Replace 1/3 desktop and 1/3 laptops computers. If approved, implement new client workstation.	Replace 1/3 desktop and 1/3 laptops computers. Investigate possible new client workstation.	Replace 1/3 desktop and 1/3 laptops computers. If approved, implement new client workstation.	Replace 1/3 desktop and 1/3 laptops computers. Investigate possible new client workstation.
7.21	Desktop Management System Software	Research and If approved upgrade/replace desktop management system software (Zenworks).	Maintain desktop management system software.	Maintain desktop management system software.	Research and If approved upgrade/replace desktop management system software.	Maintain desktop management system software.
7.22	Printers Mobile Technology	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.
		Continue to investigate and, if appropriate, implement new mobile technology.	Continue to investigate and, if appropriate, implement new mobile technology.	Continue to investigate and, if appropriate, implement new mobile technology.	Continue to investigate and, if appropriate, implement new mobile technology.	Continue to investigate and, if appropriate, implement new mobile technology.

BEA Strategic Plan for FY 2006-FY 2010

Information Technology						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
7.23	Phone System	Enhance and, if appropriate, begin VoIP phone system upgrades.	Complete VoIP phone system.	Maintain and evaluate VoIP phone system enhancements.	Enhance and evaluate FY 2011 VoIP phone system upgrades.	If approved, implement VoIP phone system enhancements.
7.24	HelpDesk	Maintain HelpDesk tracking system software. Implement consumable supply tracking.	Investigate HelpDesk tracking system software features.	If approved, implement HelpDesk tracking system software features.	Investigate HelpDesk tracking system software features.	If approved, implement HelpDesk tracking system software features.
		Complete OCIO customer satisfaction survey.	Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.	Complete OCIO customer satisfaction survey.	Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.	Complete OCIO customer satisfaction survey.
7.25	Network Servers	Replace up to 30% of LAN server hardware. Implement file and directory auditing. Implement computer center AC monitoring.	Replace up to 30% of LAN server hardware.	Replace up to 30% of LAN server hardware.	Replace up to 30% of LAN server hardware.	Replace up to 30% of LAN server hardware.
		Complete inventory/prepare for migration to IPv6.	Complete preparations for and begin migration to IPv6.	Complete migration to IPv6.	Investigate and, as appropriate, enhance IPv6 implementation.	
7.26	Network Bandwidth	Implement higher bandwidth access to the Internet.	Investigate higher bandwidth access to the Internet.	Investigate higher bandwidth access to the Internet.	If accepted, implement higher bandwidth access to the Internet.	Investigate higher bandwidth access to the Internet.
7.27	Perimeter Security/ Firewall System	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.	If accepted, implement the upgrades to perimeter firewalls and security systems.

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Information Technology						
Programs and New Initiatives: FY 2006-FY 2010						
No.	Programs	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
7.28	Remote Access	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.	If accepted, upgrade remote access infrastructure.
7.29	E-Mail System	Evaluate fax and voice mail options via Outlook/ Exchange.	Research new messaging technologies.	If approved, procure and implement messaging software.	Research new messaging technologies.	If approved, procure and implement messaging software.
7.30	Disaster Recovery Systems	Test & upgrade 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.	Test & upgrade disaster recovery services to meet expanding Bureau needs.	Test & upgrade disaster recovery services to meet expanding Bureau needs.
7.31	LAN backup system	Continue to enhance the tape backup system.	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.
7.32	WebCasting	Implement IPTV technology and enhance webcast operations as necessary.	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.
7.33	Web Servers	Evaluate software and operating systems and implement FAQ software on the BEA Internet site.	Upgrade software and operating systems on the BEA Internet site.	Maintain software and operating systems on the BEA Internet site.	Evaluate software and operating systems on the BEA Internet site.	Upgrade software and operating systems on the BEA Internet site.
7.34	Application and Database 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.	If necessary, upgrade database application servers.
7.35	Data Storage	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.	If approved, upgrade SAN capabilities.



1441 L Street NW ■ Washington, DC 20230
U.S. Department of Commerce
Economics and Statistics Administration
202.606.9900 ■ www.bea.gov

