

Bureau of Economic Analysis Economics and Statistics Administration U.S. Department of Commerce Strategic Plan

2013–2017

MISSION

The mission of the Bureau of Economic Analysis is to promote 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.

THEMES AND GOALS

BEA's Strategic Plan guides BEA's progress toward accomplishing its mission and corresponds to the Department of Commerce's emphasis on several themes with respect to planning and performance. Specifically, BEA's plan identifies strategic objectives, and within them, strategic goals and detailed milestones, that correspond to the Departmental themes of Economic Growth, Science and Information, Customer Service, Workforce Excellence, and Organizational Excellence.

Strategic Objective 1: Customers

This objective falls under the Department’s Theme “Customer Service.” BEA’s statistics are only as useful as our customers’ ability to access, use, and understand them. The Strategic Plan for 2013-2017 is designed to make BEA’s economic accounts and services more responsive to the needs of its customers and partners.

Strategic Goals: BEA's program and support areas have developed the following strategic goals designed to continue to improve BEA's relationship with its customers:

- **Expand External Communications and Outreach Efforts**
- **Emphasize Two-Way Communication**
- **Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security**

These goals will be accomplished through a number of projects. BEA continues to emphasize customer outreach in this year’s plan through its new API (Application Programming Interface), which allows users easy access to BEA’s statistics and creation of their own data dashboards. BEA is also reaching its customers through a mobile app, the BEA Blog, and Twitter feeds. BEA is presenting key statistics at more than 35 conferences, hosting several user conferences and seminars to familiarize users with BEA products, and chairing numerous working groups—including the OECD, the UN, the IMF and the World Bank—to help establish new accounting rules to provide a consistent and up-to-date view of the global economy. Two-way communication with customers is facilitated by our new instructional videos posted on our public website, our Frequently Asked Questions format, and our semi-annual Advisory Committee meetings, which provide BEA with invaluable outside expertise as well as insight into the needs of our expert users. BEA continuously strives to accomplish the goals as efficiently as possible using the latest available technologies.

Strategic Objective 2: Employees

This objective falls under the Department’s Theme “Workforce Excellence.” BEA will continue to be one of the Federal Government’s leading employers – and one of the world’s leading statistical agencies – only if we continue to attract, develop, and retain a highly qualified, diverse workforce prepared to innovate and improve BEA’s statistics.

Strategic Goals: BEA’s greatest strength is its employees. The strategic goals that will allow our program and support areas to maintain that strength are as follows:

- **Manage the Workforce Toward Effective Accomplishment of the Mission**
- **Sustain and Enhance Internal Communications**
- **Assess and Improve Organizational Climate**
- **Sustain and Enhance Workforce Safety**

These goals will be achieved through a number of efforts, including a wide array of professional development opportunities for staff (including implementation of an improved mentoring program, management and leadership training, training to improve communication skills, and university courses), the inclusion of responsibilities that link to the Strategic Plan in each employee’s performance plan, and the provision of a safe and comfortable work environment.

Strategic Objective 3: Management

This objective falls under the Department’s Theme “Organizational Excellence.” BEA’s leaders guide and support all efforts. They provide the advance research for improving the accounts, and they keep pace with technological or other advances to improve efficiency. The strategic goals related to this objective are designed to upgrade resource management through the coordinated use of technological and other resources to improve accuracy, efficiency, and flexibility.

Strategic Goals: BEA will work to maximize the effectiveness of its resources by addressing the following strategic goals:

- **Ensure Continuation of Mission-Essential Functions in an Emergency**
- **Sustain and Enhance Management of Resources**
- **Enhance and Integrate Internal and External Statistical Review and Planning**
- **Efficiently Manage IT Investments in Support of Mission, Vision, and Strategic Objectives**
- **Maintain Infrastructure to Ensure Reliability and Security**

These goals are served by many activities that allow BEA to function effectively on a daily basis and support the continued improvement of statistics, such as its world leadership in promoting statistical best practices, a continuing focus on IT reliability and security, and the continued modernization of processing systems to build in time-saving efficiencies that allow staff to focus even more on analysis of the statistics.

Strategic Objective 4: Statistics

This objective falls under the Department’s Themes of “Economic Growth” and “Science and Information.” BEA’s economic statistics programs are the heart of its work, and to ensure they are as timely, relevant, and accurate as demanded by our customers, we must continually update methodologies and approaches to capture the dynamic U.S. and world economies.

Strategic Goals: BEA’s program and support areas have developed the following strategic goals designed to upgrade economic statistics by improving statistical methodologies and source data and by using new technologies:

- **Continue To Update Priority Statistics**
- **Address Data Gaps, Accelerate Releases, and Implement Other Improvements**
- **Improve Consistency and Integration Across Accounts and With Other Accounts**
- **Improve Consistency with International Standards**
- **Implement Budget and Research Initiatives to Develop New Statistics**
- **Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs**
- **Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data**

The many detailed activities that allow BEA to successfully reach these goals and fulfill its objectives vary widely across program areas. They include:

- Continued preparation and release of critical statistics such as GDP, national and regional estimates of personal income, GDP by state and by metropolitan area, GDP by industry statistics, and statistics on international transactions and the international investment position.
- Research and development of new statistics such as new breakdowns of the distribution of income and consumption for households, quarterly international investment position statistics, state personal consumption expenditure statistics, industry-level production accounts, and price-adjusted measures of state and metropolitan area personal income. Graduation of satellite or prototype statistics—such as the research and development statistics and quarterly GDP-by-industry statistics—into regular production within the core accounts.
- Acceleration of monthly trade in goods and services data and of county-level personal income statistics.
- Improvement of existing statistics, including work to:
 - Expand the detail on energy in the benchmark input-output (I-O) accounts
 - Improve the measures of personal transfers in the International Transactions Accounts (ITAs)
 - Improve the measures of bank output in GDP
 - Improve intermediate expenditures and value added by industry in the I-O accounts
 - Close gaps in the financial account, in collaboration with the Treasury Department
 - Expand the integrated macroeconomic accounts, in collaboration with the Federal Reserve Board
- Continued work on satellite accounts for health care expenditures, including a prototype spending account that illustrates detail by type of expenditure.
- Promotion of cross-agency data sharing projects, such as linking BEA data on research and development of multinational companies with Census data on research and development for all U.S. companies, and linking BEA data on U.S. affiliates of foreign companies with Economic Census data.
- Redesign of core IT systems and applications such as the application of the successful STATS-II processing system to income components of the GDP accounts.

The Challenges Confronting BEA

Given the importance of BEA's statistics, BEA must fulfill its mission regardless of the challenges it may confront. Some of these challenges are constant over time, and others arise as the economy changes, and the strategic planning process identifies and mitigates them. The challenges now confronting BEA include:

- **A constantly changing economy.** The U.S. economy is in constant flux, and BEA must be diligent in updating its statistics to capture the changes in the economy. To do so, BEA must be quick to recognize and understand the structural changes that occur in the U.S. and global economies and must improve the source data and statistical methods used to measure the changes. For example, the rapid pace of change in the economy in recent years underscores a need for increased attention to the measurement of income and international finance. In response, BEA is developing better measures of international financial transactions and incomes earned in the United States.
- **Integrating federal economic accounts.** Data users have long demanded greater consistency among the various economic accounts provided by the decentralized U.S. statistical system, and that demand has only grown stronger as the economy has become more complex. Better integration will provide users with more accurate and consistent data within the national, international, regional, and industry accounts as well as among BEA's accounts and the productivity and balance sheet data jointly produced by BEA, BLS, and the Federal Reserve Board with the support of the Census Bureau and other agencies. To meet this challenge, federal statistical agencies are working together closely to harmonize definitions, methodologies, and analytical techniques.
- **Maintaining the relevance of economic accounts.** The most pressing public policy issues today call for new and expanded statistics that extend the GDP and related accounts beyond their long-established boundaries to address national priorities such as health care, innovation, and energy. For example, BEA has developed a prototype account for health care with specific information on the expenditures of the health care industry and the cost of treating specific diseases.
- **Efficiently exploiting information technology.** The urgency associated with the rapidly changing economy, the considerable methodological and computational challenges those changes elicit, and the expectations of customers for easier access, quicker turnaround, and accessible interfaces underscore the importance of highly flexible, adaptive and cost-effective IT systems that can respond quickly to changing statistical and dissemination needs.
- **Maintaining and expanding the expertise and satisfaction of its workforce.** The quality of BEA statistics is dependent on the knowledge and skill of its staff. As the complexity of the economy increases, so does the need for staff to be at the leading edge of economic change and innovative measurement solutions. To retain and develop a skilled and satisfied work force, BEA must intensify its recruitment, hiring, retention, and training programs.

Appendix A: Evaluating Success through Performance Measures

BEA's progress toward achieving its mission is reported quarterly each year in its “Balanced Scorecard Performance Review” at www.bea.gov. Progress is determined through the use of both long- and short-term performance measures.

BEA's progress with respect to the preparation, improvement, and release of its economic accounts and the human and technological resources that support them is monitored by the following performance measures. The measures track BEA's ability to release its estimates on time and on schedule, improve and expand its accounts to stay relevant, satisfy its customers' statistical needs, recruit and develop a skilled and satisfied workforce, and efficiently manage its information technology and other resources.

1. Timeliness: Reliability of Delivery of Economic Data (Number of Scheduled Releases Issued on Time)

The importance of data as an ingredient for sound economic decision-making requires BEA to deliver data into the hands of decision-makers and other data users not only quickly but also reliably—that is, on schedule. The measure is derived as the number of scheduled releases released on time. It is also evaluated as the number of successfully-completed milestones related to target.

2. Accuracy: Percent of GDP Estimates Correct

BEA's most important statistic is gross domestic product (GDP). This measure uses a composite index to track BEA's success in estimating GDP with respect to six indicators of accuracy: (1) whether the economy is expanding or contracting; (2) whether the economy is growing faster or slower, (3) whether the economy is strong or weak, (4) the trend GDP growth rate, (5) the average quarterly GDP growth rate, and (6) the level of current-dollar GDP. It is also evaluated as the number of successfully-completed milestones related to target.

3. Improving National, International, Regional, and Industry Economic Statistics: Percent of Quarterly Progress Toward Annual Milestones Completed

It is essential that BEA continuously improve its statistics in support of the private and public decision-making required for a successful economic recovery.

4. Expansion of BEA's Economic Accounts To Better Measure Health Care, Innovation, and Intangibles: Percent of Annual Strategic Plan Milestones Completed in the Current Quarter

Analysts have long recognized the significant role played by innovation in fostering economic growth, but the detailed data to test and expand this understanding has been lacking. By providing theoretically meaningful and accurate data on intangible assets, these satellite accounts provide a key to understanding the impact of innovation—and to using this understanding to support policies that foster economic growth and the development of new businesses.

5. Survey Response Rate: Combined Response Rate for the Two Quarterly Direct Investment Surveys and

6. E-filing: Percent of Electronic Filing of International Investment and Services Surveys

Economic globalization has profoundly affected patterns of cross-border trade in goods and services, the size and location of direct investment by U.S. and foreign multinational companies (MNCs), international financial flows and asset holdings, and the sources of U.S. aid to developing countries. Policymakers and other decision makers need complete, timely, and reliable data to properly assess the impact of these trends and to develop effective policies related to trade, direct investment, financial regulation, and foreign aid. These measures monitor BEA's ability to collect accurate international transactions data in an efficient and cost-effective manner.

7. Media Outreach: Major Market News Citations

The media is a key partner in making BEA's data more accessible to the public, and BEA must fully utilize the news media as a partner in disseminating its data to customers and providing information on the measurement and use of economic statistics.

8. Customer Satisfaction: Number of Above-Average Responses on BEA's Web Site Customer Satisfaction Survey

BEA seeks to deliver its economic statistics to the public in a timely, efficient, and transparent manner using cutting-edge access and visualization tools.

9. Recruitment: Average Time To Fill Federal Career Positions

BEA will continue to be successful only if we continue to attract, develop, and retain a highly qualified, diverse workforce. Efficient hiring practices are essential to that effort.

10. Organizational Assessment: Percent of Quarterly Progress Toward Addressing Employee Engagement Issues Highlighted by Federal Employee Viewpoint Survey

Employee satisfaction and engagement are important and critical to BEA's success in providing accurate data at this important juncture in U.S. economic history.

11. Teleworked Hours: Quarterly Number of Teleworked Hours

Telework is an innovative tool for managing an organization more efficiently and increasing the productivity, morale, and retention of employees. BEA endeavors to expand the use of telework for its workforce.

12. Succession Planning

BEA will continue to be successful only if we continue to attract, develop, and retain a highly qualified, diverse workforce. Succession planning is an effort to ensure BEA has the personnel bench strength to meet its mission.

13. IT Security

- **Percent of high impact systems with essential controls fully implemented**
- **IT portfolio management schedule**
- **Plan of Action Milestones and Authorization to Operate**
- **CyberCAP Management**

Security of IT systems is critical to the timeliness and integrity of economic estimates.

14. Inspector General Hotline Complaint Referrals

BEA will continue to respond appropriately and promptly to complaint referrals from the Office of Inspector General.

NATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
1.1	Communications About the National Income and Product Accounts (NIPAs)	Relevance	<ul style="list-style-type: none"> Hold data user briefings about the comprehensive revision. Provide updated information to data users in advance of the comprehensive revision release. Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> Develop additional FAQs and blog posts for the BEA Web site. 	<ul style="list-style-type: none"> Develop additional FAQs and blog posts for the BEA Web site.
1.2	Methodology Papers/ Documentation	Relevance	<ul style="list-style-type: none"> Develop and, if approved, release additional chapters of the NIPA concepts and methods handbook, including a NIPA glossary. 	<ul style="list-style-type: none"> Prepare, and, as approved, release NIPA handbook updates to reflect the NIPA comprehensive revision. Develop and, if approved, release new NIPA handbook chapters as they become available. 	<ul style="list-style-type: none"> Develop and release additional national accounts documentation. 	<ul style="list-style-type: none"> Develop and release additional NIPA documentation as needed. 	<ul style="list-style-type: none"> Develop and release additional NIPA documentation as needed.
1.3	Biomedical Research & Development (R&D) Price Index	Relevance	<ul style="list-style-type: none"> In each year, prepare the chain-type R&D biomedical price index for the National Institutes of Health (NIH) under reimbursable contract. 				
1.4	Territorial GDP	Relevance	<ul style="list-style-type: none"> Prepare improved estimates of GDP for the four U.S. territories, as recommended by Department of the Interior (DOI). Specifically, provide GDP estimates for 2011 and 2012. Prepare estimates of GDP by industry for 2011. As requested and as resources allow, assist the Commonwealth of Puerto Rico with improving and modernizing the Puerto Rican national economic accounts. 	<ul style="list-style-type: none"> In each year, assist in additional work to improve the estimates of GDP for the four U.S. territories (Guam, CNMI, American Samoa, U.S. Virgin Islands), as recommended by Department of the Interior. As requested and as resources allow, assist the Commonwealth of Puerto Rico with improving and modernizing the Puerto Rican national economic accounts. 			
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
1.5	National Accounts Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement and conduct statistical methods and best practices training programs. 	<ul style="list-style-type: none"> In each year, conduct U.S. national accounts training program, and continue to evaluate for potential improvements. In each year, continue to implement statistical methods and best practices training programs. 			

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: MANAGEMENT							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
1.6	Modernize and improve national accounts processes and systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Configure STATS-II processing to validate comprehensive revision results. Implement FAME for all or most benchmark and fixed asset systems. 	<ul style="list-style-type: none"> Implement STATS-II processing for additional national estimates. Expand use of internal data interdependency hub for data transfers. Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Expand the internal central source data base to include source data from additional agencies. Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Evaluate processing systems and consider opportunities for modernization.
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
1.7	Improve Major NIPA Revisions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Comprehensive NIPA revision will feature incorporation of the 2007 benchmark Input-Output table. Monitor implementation of proposals for the 2013 comprehensive annual NIPA revision. Identify and prioritize proposals for future flexible annual revisions. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2014 flexible annual NIPA revision. Evaluate proposals for the 2014 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2015 flexible annual NIPA revision. Evaluate proposals for the 2015 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2016 flexible annual NIPA revision. Evaluate proposals for the 2016 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2017 flexible annual NIPA revision. Evaluate proposals for the 2017 flexible annual revision. Evaluate and improve flexible annual revision procedures, as needed.
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
1.8	National Income and Product Accounts (NIPAs)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release quarterly GDP and NIPA statistics. Prepare and release 2013 comprehensive revision GDP and NIPA statistics. 	<ul style="list-style-type: none"> In each year of plan, prepare and release quarterly GDP and NIPA statistics. In each year of plan, prepare and release annual revision GDP and NIPA statistics. 			
1.9	Monthly Personal Income and Outlays	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release monthly and quarterly personal income and outlays statistics. Prepare and release 2013 comprehensive revision personal income and outlays statistics. 	<ul style="list-style-type: none"> In each year of plan, prepare and release monthly and quarterly personal income and outlays statistics. In each year of plan, prepare and release annual revision personal income and outlays statistics. 			
1.10	Fixed Assets and Consumer Durable Goods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durables that reflect the comprehensive revision of the NIPAs. Begin preparing 2007 benchmark estimates for private fixed investment. 	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durables for 2003 forward that reflect the annual revision of the NIPAs and the 2007 benchmark estimates of private fixed investment. 	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
1.11	International Submissions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Update NIPA and fixed asset statistics consistent with System of National Accounts (SNA) for OECD. Prepare Government Finance Statistics (GFS) for the previous 3 years to submit to IMF. 	<ul style="list-style-type: none"> In each year, update NIPA and fixed asset statistics consistent with 2008 System of National Accounts (SNA) for OECD. In each year, prepare Government Finance Statistics (GFS) for the previous 3 years to submit to IMF. 			
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.12	Improve Financial and Business Sector Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate improved measures of bank output in the NIPA comprehensive revision. Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. Prepare updated estimates of underreporting for individual tax returns. Incorporate updated misreporting estimates for sole proprietorships and partnerships. 	<ul style="list-style-type: none"> Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. Conduct research to improve sector detail of business income estimates. 	<ul style="list-style-type: none"> Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. Conduct research to improve sector detail of business income estimates. 	<ul style="list-style-type: none"> Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. 	<ul style="list-style-type: none"> Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.
1.13	Address Gaps in Quarterly Source Data and Methods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate improved source data and methods in the comprehensive revision. 	<ul style="list-style-type: none"> Identify and research areas for improvement in BEA's quarterly NIPA estimates. Prepare revision study on personal income and outlays. 	<ul style="list-style-type: none"> Identify and research areas for improvement in BEA's quarterly NIPA estimates. 	<ul style="list-style-type: none"> Identify and research areas for improvement in BEA's quarterly NIPA estimates. 	
1.14	Extend research and development (R&D) satellite account into the NIPAs.	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate approved proposals and estimates of R&D into the NIPA comprehensive revision. 				
1.15	Improve Income Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate improved estimates of interest and of imputed services of depository institutions. Incorporate improved estimates of defined benefit pension plans into measures of compensation and interest. 	<ul style="list-style-type: none"> Update measures of taxpayer nonfiling. Develop implementation plan to improve the estimates of interest and of imputed services of non-bank depository institutions. 	<ul style="list-style-type: none"> Update measures of taxpayer nonfiling. Identify and research areas for improvement in the NIPA income components. 	<ul style="list-style-type: none"> Update measures of taxpayer nonfiling. Identify and research areas for improvement in the NIPA income components. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.16	Improve Estimates of Personal Consumption Expenditures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate the 2007 benchmark I-O table into the comprehensive revision of the NIPAs. Carry back improved real insurance measures in the comprehensive revision. Carry back the improved medical and hospitalization benefits measures in the comprehensive revision. Continue work to harmonize and improve methodologies in the estimates for autos and light trucks. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. Evaluate and incorporate seasonal adjustment factors as appropriate for Census Bureau quarterly services survey data. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. Conduct research on data for the production and net exports of motor vehicles. Begin work to benchmark PCE estimates to the 2012 economic census and input-output tables. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures. Conduct research on data for the production and net exports of motor vehicles. Begin work to benchmark PCE estimates to the 2012 economic census and input-output tables.
1.17	Improve Estimates of Private Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate the 2007 benchmark I-O table into the NIPA comprehensive revision. Improve estimates of investment in power structures. Improve estimates of investment in petroleum drilling structures. 	<ul style="list-style-type: none"> Incorporate changes to BEA's international transactions accounts into the NIPAs as needed. 	<ul style="list-style-type: none"> Investigate benchmarking inventory levels that are consistent with change in private inventories in the NIPAs. Research improvements to measuring investment in petroleum drilling structures. Update the reference year for historical real sales and inventory-sales ratios. Identify and research areas for improvement in the NIPA investment and net export components. 	<ul style="list-style-type: none"> Investigate benchmarking inventory levels that are consistent with change in private inventories in the NIPAs. Identify and research areas for improvement in the NIPA investment and net export components. Begin work to benchmark NIPA private investment estimates to the 2012 economic census and input-output tables. 	<ul style="list-style-type: none"> Investigate benchmarking inventory levels that are consistent with change in private inventories in the NIPAs. Identify and research areas for improvement in the NIPA investment and net export components. Begin work to benchmark NIPA private investment estimates to the 2012 economic census and input-output tables.
1.18	Improve Government Sector Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate the 2007 benchmark I-O table into the NIPA government sector statistics. Implement benchmark proposal to improve estimates of federal rents and royalties. Continue research on the 2010 health care bill and incorporate new programs as they become effective. 	<ul style="list-style-type: none"> Continue research on the 2010 health care bill and incorporate new programs as they become effective. Research the NIPA treatment of deposit insurance and federal loan and loan guarantee programs. Implement changes from the international transactions accounts into the NIPAs, including identifying interest paid to the rest of the world. Provide NIPA estimates on defined contribution pension plans. 	<ul style="list-style-type: none"> Continue research on the 2010 health care bill and incorporate new programs as they become effective. Continue research into the NIPA treatment of deposit insurance and federal loan and loan guarantee programs. Investigate the possible development of quarterly functional estimates. If approved, prepare a defense reconciliation table. 	<ul style="list-style-type: none"> Continue research on the 2010 health care bill and incorporate new programs as they become effective. Report on the feasibility of developing quarterly functional estimates. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.19	Improve Fixed Asset Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate R&D, entertainment, literary, artistic originals, and real estate transfer costs into the capital stock estimates consistent with the 2013 NIPA comprehensive revision. Continue research on fixed assets, including estimates by legal form of organization and by industry. 	<ul style="list-style-type: none"> Evaluate areas of improvement and expansion to the fixed asset accounts. 	<ul style="list-style-type: none"> Continue to evaluate areas of improvement and expansion to the fixed asset accounts and as appropriate propose improvement plan. 	<ul style="list-style-type: none"> Continue to evaluate areas of improvement and expansion to the fixed asset accounts and as appropriate propose improvement plan. 	
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts							
1.20	Improve Integration of National Accounts with Other U.S. Agency Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Update the PCE/CPI reconciliation to reflect the NIPA comprehensive revision. 	<ul style="list-style-type: none"> Update the PCE/CPI reconciliation with new CPI weights. Research areas of improved integration between BEA's NIPAs, integrated macroeconomic accounts, and the Federal Reserve Board's financial accounts of the United States. 	<ul style="list-style-type: none"> Research areas of improved integration between BEA's NIPAs, integrated macroeconomic accounts, and the Federal Reserve Board's financial accounts of the United States. 	<ul style="list-style-type: none"> Update the PCE/CPI reconciliation with new CPI weights. 	
1.21	Research on National Accounts Concepts and Methods	Timeliness Relevance Accuracy		<ul style="list-style-type: none"> Continue research to identify and estimate the location of production within multinational enterprises. 			
1.22	Improve Integration of National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Coordinate use of scanner data in the industry and national directorates. 	<ul style="list-style-type: none"> Identify areas to improve consistency of estimation methods and source data used between the industry and national accounts. 	<ul style="list-style-type: none"> Continue to identify areas to improve consistency of estimation methods and source data used between the industry and national accounts. For identified areas, propose improvement and implementation plan. 	<ul style="list-style-type: none"> Continue to identify areas to improve consistency of estimation methods and source data used between the industry and national accounts. For identified areas, propose improvement and implementation plan. 	<ul style="list-style-type: none"> Continue to identify areas to improve consistency of estimation methods and source data used between the industry and national accounts. For identified areas, propose improvement and implementation plan.

NATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Improve Consistency With International Standards							
1.23	Improve Government Sector Estimates	Relevance Accuracy	<ul style="list-style-type: none"> Continue to work with Census Bureau to improve data collection on government enterprises. 		<ul style="list-style-type: none"> Conduct research on UN System of National Accounts standards for government transactions. 	<ul style="list-style-type: none"> Conduct research on UN System of National Accounts standards for government transactions. 	<ul style="list-style-type: none"> Conduct research on UN System of National Accounts standards for government transactions.
1.24	Improve Consistency with International Standards in NIPA and Fixed Assets Statistics	Relevance Accuracy	<ul style="list-style-type: none"> Implement plans for the NIPA comprehensive revision to: <ul style="list-style-type: none"> –Capitalize entertainment originals; –Adopt accrual accounting pension estimates for private, federal, state and local defined benefit pension funds; –Capitalize acquisition and disposal costs for residential assets. Continue to participate in an interagency group on implementation of the balance of payments manual (BPM) and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> Continue to participate in an interagency group on implementation of the BPM and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> Continue to participate in an interagency group on implementation of the BPM and SNA guidelines on outsourcing and offshoring. 	<ul style="list-style-type: none"> Continue to participate in an interagency group on implementation of the BPM and SNA guidelines on outsourcing and offshoring. 	
1.25	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	Relevance Accuracy	<ul style="list-style-type: none"> Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE. Revise current and annual inventory processing programs to implement new NAICS 2012 data. 	<ul style="list-style-type: none"> Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE. 	<ul style="list-style-type: none"> Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE. 		
1.26	Research into New Statistics on the American Household	Relevance Accuracy	<ul style="list-style-type: none"> Continue research for developing income distribution measures. 				

INDUSTRY ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Strategic Objective: CUSTOMERS								
Strategic Goal: Expand External Communications and Outreach Efforts								
2.1	Communication about the Industry Accounts	Relevance	<ul style="list-style-type: none"> • In each year, maintain and improve communication with data users. • In each year, increase users' understanding of the Industry accounts through conferences, presentations, Survey articles, Web site improvements, and training sessions. • In each year, solicit feedback from users to improve the Industry accounts. • In each year, continue dialogue with major users about future directions of the I-O accounts, including the structure of the 2012 benchmark I-O accounts. • In each year, develop and post new FAQs and blogs. 					
2.2	Inter-Agency Communications	Relevance	<ul style="list-style-type: none"> • In each year, participate in inter-agency meetings with BLS, Census, EIA, FERC, NSF, IRS, and other agencies, as appropriate. 	<ul style="list-style-type: none"> • Participate in inter-agency meetings with BLS, Census, EIA, NSF, IRS, and other agencies, as appropriate. • Work with BLS and Census to review proposed changes to the 2017 NAICS. • Work with Census to review proposed changes to the 2017 Economic Census forms. 				
2.3	International Statistical Leadership	Relevance	<ul style="list-style-type: none"> • In each year, assist other nations seeking support in upgrading and modernizing their I-O statistics. • Attend conferences to promote improvements to BEA's Industry Accounts. • In each year, work with other federal agencies, Canada and Mexico to develop a U.S.-Canada-Mexico industry/product classification framework for data on services and goods to be used throughout the statistical community; to coordinate the collection, tabulation, and analysis of data. 					
2.4	Territorial GDP	Relevance	<ul style="list-style-type: none"> • Improve the timeliness of estimates of USVI GDP by accelerating release of 2012 estimates by one year. • Continue to assist Puerto Rico in upgrading and modernizing their I-O statistics, as needed. 	<ul style="list-style-type: none"> • In each year, additional work to improve the estimates of GDP for the four U.S. territories, as recommended by DOI. • In each year, continue to assist Puerto Rico in upgrading and modernizing their I-O statistics, as needed. 				
2.5	Web-based Interactive Data Tools	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Implement, maintain, and update as needed the web-based interactive data tables functionality to meet customers' needs. 					

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
2.6	Industry Accounts Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Develop and implement pilot Industry Accounts training and evaluate for improvements via student surveys. 	<ul style="list-style-type: none"> In each year, conduct in-house employee training on the Industry accounts and evaluate for improvements. 			
2.7	Professional Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, develop employee professional skills through participation in the BEA Workforce Development Opportunities program. In each year, develop employee professional skills through external training, as appropriate and given available funding. In each year, develop and conduct in-house seminars and external presentations. 				
2.8	Cross Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, explore opportunities for cross-training, both within, and outside of the Industry Economic Accounts Directorate (IEA). In each year, conduct joint projects between the IEA and other BEA directorates. 				
Strategic Objective: MANAGEMENT							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
2.9	Modernize and Improve Industry Accounts Processes and Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Integrate annual data processing into industry accounts processing system (see also milestones 7.41-7.42). Complete development and initial testing of data hub and integrated seasonal adjustment modules in quarterly prototype system. Begin development of prototype production account processing system. 	<ul style="list-style-type: none"> Complete testing and move data hub and integrated seasonal adjustment modules into production quarterly prototype system. Complete development of prototype production account processing system. 	<ul style="list-style-type: none"> Implement and test satellite modules for industry accounts processing system. 		
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
2.10	Industry Economic Accounts Planning and Reviews	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, discuss upcoming critical issues, including source data, current events, etc. Review proposals for improving methodologies. Monitor implementation of proposals. Enhance formal internal reviews for the Industry Accounts. Evaluate and improve Industry Accounts procedures. 	<ul style="list-style-type: none"> Monitor completion of 2007 benchmark for release in December, 2013. Standardize formal review process for regular production of the Quarterly GDP-by-Industry estimates. Evaluate and improve benchmark revision procedures, as needed. 	<ul style="list-style-type: none"> In each year, discuss upcoming critical issues, evaluate options, review major proposals for changing the accounts and their methodologies. Monitor implementation of proposals. 		

INDUSTRY ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
2.11	Integrated I-O and GDP-by-Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release all statistics for 2011 and revised statistics for 2009 and 2010; Accelerate release of AIAs by one month. Prepare and release the 2012 Advance GDP by Industry statistics. 	<ul style="list-style-type: none"> Prepare and release the 2007 benchmark I-O accounts. Prepare and release all statistics for 2012 and revised time series statistics for 1998-2011 that are consistent with the 2007 benchmark I-O accounts. Prepare 2012 benchmark I-O accounts production plans. Revise historical GDP-by-Industry for 1947–1997. Prepare and release Quarterly GDP by Industry, consistent with the "third" GDP estimates. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2013 and revised statistics for 2011 and 2012, as well as years affected by flexible annual revisions. Develop final estimating framework for 2012 benchmark I-O accounts. Prepare and release Quarterly GDP by Industry, consistent with the "third" GDP estimates. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2014 and revised statistics for 2012 and 2013, as well as years affected by flexible annual revisions. Continue work on 2012 benchmark I-O accounts. Prepare and release Quarterly GDP by Industry, consistent with the "third" GDP estimates. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2015 and revised statistics for 2013 and 2014, as well as years affected by flexible annual revisions. Continue work on 2012 benchmark I-O accounts. Prepare and release Quarterly GDP by Industry, consistent with the "third" GDP estimates.
2.12	GDP by Industry Statistics for the International Community	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year of plan, prepare and release GDP by industry statistics from that year's update of the industry accounts which are made consistent with the SNA and provided to the OECD for international comparisons. 				
2.13	Satellite Accounts: Travel & Tourism (TTSA) and Arts & Cultural Production (ACPSA)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year of plan, prepare and release quarterly TTSA statistics. In each year of plan, prepare and release annual revision TTSA statistics. In each year of plan, conduct research (as needed) on the feasibility of developing additional satellite accounts. 				
			<ul style="list-style-type: none"> Produce "preliminary" ACPSA estimates. 	<ul style="list-style-type: none"> Produce "final" ACPSA estimates, including an article in the <i>Survey</i>. 			

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Strategic Objective: STATISTICS								
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
2.14	Accelerate release of Industry statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Accelerate the release of the Annual Industry Accounts by 1 month. Calculate "prototype" Quarterly GDP-by-Industry statistics: revised 2009:Q1-2011:Q4 and new 2012:Q1-2012:Q2. 	<ul style="list-style-type: none"> Release Quarterly GDP-by-Industry statistics on a regular basis following the 3rd release of GDP. 	<ul style="list-style-type: none"> Release quarterly GDP by industry statistics following the 3rd release of GDP. Research and develop methods to accelerate the release of Quarterly GDP-by-Industry statistics. 			
2.15	Prices in the Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to research areas of improvement measuring price change in the I-O accounts and GDP by industry statistics. 					
2.16	Improve Time Series Perspective of the Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O accounts. 	<ul style="list-style-type: none"> Expand interpolation of annual I-O statistics to include 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O accounts. 			
2.17	Improve Input-Output tables	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to improve source data and estimation methods for components of input-output tables, including output, final use, intermediate input, and value-added measurements. Continue review and analysis of available service expense data from the Census Bureau. Continue research of major differences between tax-based measures of gross operating surplus and Economic Census derived measures of gross operating surplus 	<ul style="list-style-type: none"> Incorporate results of the 2013 NIPA comprehensive revision as part of reconciling gross operating surplus. 	<ul style="list-style-type: none"> In each year, continue to improve source data and estimation methods for components of input-output tables, including output, final use, intermediate input, and value-added measurements. In each year, continue review and analysis of available service expense data from the Census Bureau. Continue research of major differences between tax-based measures of gross operating surplus and Economic Census derived measures of gross operating surplus. 			
2.18	Historical time series of I-O accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue work to develop historical time series of Industry accounts on a NAICS basis. 					

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Strategic Objective: STATISTICS								
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts								
2.19	Quarterly GDP-by-Industry Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Calculate "prototype" Quarterly GDP-by-Industry statistics: revised 2009:Q1–2011:Q4 and new 2012:Q1–2012:Q2. 	<ul style="list-style-type: none"> Release Quarterly GDP-by-Industry statistics on a regular basis following the 3rd release of GDP. 	<ul style="list-style-type: none"> Release quarterly GDP by industry statistics following the 3rd release of GDP. Research and develop methods to accelerate the release of Quarterly GDP-by-Industry statistics." 			
2.20	Industry Level Production Accounts	Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release a "prototype," integrated Industry-level Production Account. Co-author with BLS a SCB article on "Research Spotlight: A Proto-type BEA\ BLS Industry Level Production Account for the U.S." 	<ul style="list-style-type: none"> Update "prototype," integrated Industry-level Production Account to incorporate 2007 NAICS. 	<ul style="list-style-type: none"> If approved, prepare and release an integrated industry-level production account on a regular basis. 			
2.21	Improved Energy Statistics in the Industry Accounts	Relevance Accuracy	<ul style="list-style-type: none"> Continue research and develop proposals for expanding the level of detail for energy components in the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Publish expanded level of detail for energy components in the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Research feasibility of expanding level of detail for energy components in the 2012 benchmark I-O accounts.. 			
2.22	Review and Reconcile Comparable measures with other federal agencies	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue work with other federal agencies to increase consistency of Industry Economic Accounts. 					
2.23	Improve Integration of National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, incorporate improvements to the Industry accounts and the NIPAs through flexible annual revisions, continued feedback and integration (see also milestone 1.22). 					
Strategic Goal: Improve Consistency With International Standards								
2.24	Improve Consistency with International Standards	Relevance Accuracy	<ul style="list-style-type: none"> In each year, implement and release methodology improvements for increased consistency with the System of National Accounts, including capitalization of R&D and capitalization of entertainment originals. 	<ul style="list-style-type: none"> In each year, implement and release methodology improvements for increased consistency with the System of National Accounts. 				

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.1	Analyses and Articles	Relevance	<ul style="list-style-type: none"> Update methodology documentation for the international accounts. Publish a methodology for BEA's statistics on U.S. direct investment abroad. Update the Guide to BEA's services surveys. Publish regular articles and analyses. 	<ul style="list-style-type: none"> Revamp methodology documentation for the international accounts to align with the BPM6 presentation of the accounts. Publish results of the 2007 FDIUS establishment link. Update the Guide to BEA's services surveys. Publish articles explaining the major changes to the international accounts to be introduced with the BPM6 presentation of the accounts. Publish regular articles and analyses. 	<ul style="list-style-type: none"> In each year, publish regular articles and analyses. 		
3.2	Prepare Additional Special Studies	Relevance	<ul style="list-style-type: none"> Publish detailed final results of the 2009 benchmark survey of U.S. direct investment abroad. Publish results of a study on revisions to the international economic accounts. Publish a Research Spotlight on state-level R&D by MNCs using data from the interagency data linking project. Prepare special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare other special studies to extend analysis of international accounts statistics. Examine whether firms that maintain global value chains provide more headquarters services, such as management, R&D, and industrial engineering, to their foreign affiliates than those that do not have global value chains. Revise a paper on the impact of foreign expansion on the probability of shutdown for the U.S. manufacturing establishments of U.S. MNCs. Using linked BEA and Census Bureau data, assess the adequacy of current data collections for implementing the new recommendations for factoryless goods producers and goods-for-further processing. 	<ul style="list-style-type: none"> Prepare an analysis of the preliminary results of the 2012 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Publish detailed final results of the 2012 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare other special studies to extend analysis of international accounts statistics.

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.3	Presentations	Relevance	<ul style="list-style-type: none"> Jointly with NEA, present a paper on measurement issues related to outsourcing manufacturing at the "Measuring the Impact of Globalization" conference. Present research on the impact that industrial agglomeration has on the wages paid by and productivity of U.S. multinational companies in selected industries at the annual meetings of the Academy of International Business Northeast chapter. Participate in a webinar with the Census Bureau describing the statistics contained in the U.S. International Trade in Goods and Services news release. Present analysis of the employment characteristics of U.S. MNCs from the interagency data linking project at the Comparative Analysis of Enterprise Data conference. Present other research and analysis at outside conferences as resources permit. 	<ul style="list-style-type: none"> Present BEA's experience measuring cross-border trade in travel services at the annual meeting of the Balance of Payments Committee. Present research on whether firms that maintain global value chains provide more headquarters services to their foreign affiliates than those that do not have global value chains at the annual meetings of the Academy of International Business Northeast chapter. Present analysis of the employment characteristics of U.S. MNCs from the interagency data linking project at the Comparative Analysis of Enterprise Data conference. Present other research and analysis at outside conferences as resources permit. Present to the BEA Advisory Committee on the presentation implications of implementing the 6th edition of the IMF Balance of Payments and International Investment Position Manual (BPM6). 	<ul style="list-style-type: none"> In each year, present research and analysis at outside conferences. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.4	Special Sworn Employees Program	Relevance	<ul style="list-style-type: none"> • Support and cultivate special sworn employees program and provide information on their research results on BEA's website and in occasional <i>Survey of Current Business</i> articles. • Identify specific topics of interest for BEA to seek targeted research proposals. • Initiate a study of the geographic distribution of production and income of U.S. multinational companies. • Give presentation on microdata access at the annual meeting of the Agriculture and Applied Economics Association. 	<ul style="list-style-type: none"> • Support and cultivate special sworn employees program and provide information on their research results on BEA's website. • Update evaluation criteria and develop formal guidance for project length, renewal, and output. 	<ul style="list-style-type: none"> • In each year, support and cultivate special sworn employees program and provide information on their research results on BEA's website and in occasional <i>Survey of Current Business</i> articles. 		
3.5	International Statistical Leadership	Relevance	<ul style="list-style-type: none"> • Continue to advise Mexico's statistical office on methods to improve statistics on trade in services. • Through the Joint Commission on Commerce and Trade, continue a project to reconcile U.S. and Chinese statistics on trade in services. • Contribute to United Nations Statistical Division's (UNSD) "Friends of the Chair Group on Internationalization" to define mission and scope for group. • Assist international organizations with workshops on compilation of trade in services statistics. • Assist other nations seeking support in upgrading and modernizing their statistics, as requested. 	<ul style="list-style-type: none"> • Through the Joint Commission on Commerce and Trade, continue a project to reconcile U.S. and Chinese statistics on trade in services and on direct investment. • Contribute to UNSD "Friends of the Chair Group on Internationalization" to define mission and scope for group. • Assist international organizations with workshops on compilation of trade in services statistics. • Assist other nations seeking support in upgrading and modernizing their statistics, as requested. 	<ul style="list-style-type: none"> • In each year, assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.6	Evaluate Customer Satisfaction	Relevance	<ul style="list-style-type: none"> Meet with stakeholder groups and peer agencies to obtain feedback on customers' needs. 	<ul style="list-style-type: none"> Meet with stakeholder groups and peer agencies to obtain feedback on customers' needs. 	<ul style="list-style-type: none"> In each year, continue to evaluate customers' needs through a variety of methods and implement improvements as appropriate. 		
Strategic Goal: Emphasize Two-Way Communication							
3.7	Survey Respondent Outreach	Relevance	<ul style="list-style-type: none"> Meet with survey respondents and other stakeholders to improve reporting and assess barriers to the use of electronic reporting (eFile). With the Communications Division, conduct outreach to small business organizations and other industry groups to increase awareness of the reporting requirements of BEA's services surveys. Develop video tutorials to provide guidance to survey respondents on the benchmark survey of foreign direct investment in the United States and on the quarterly survey of selected services and intellectual property. Conduct visits to key survey respondents for feedback on proposed changes to surveys and to improve survey data quality. Investigate the feasibility of conducting live webinars to provide guidance to survey respondents. 	<ul style="list-style-type: none"> Conduct outreach to inform stakeholders and users about presentation changes that will accompany the implementation of BPM6. Conduct outreach to foreign direct investors and economic development organizations through the SelectUSA 2013 Investment Summit. Plan and conduct live webinars to provide guidance to survey respondents. Develop and disseminate video tutorials to provide guidance to survey respondents. With the Communications Division, conduct outreach to small business organizations and other industry groups to increase awareness of the reporting requirements of BEA's services surveys. Conduct visits to key survey respondents for feedback on proposed changes to surveys and to improve survey data quality. Explore ways to improve responses of U.S. corporations and other private organizations on survey of overseas grants and donations. 	<ul style="list-style-type: none"> In each year, maintain contact with survey respondents and other stakeholders and implement changes to survey program as needed. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and To Ensure Security							
3.8	Electronic Data Collection and Dissemination	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Work with staff from OCIO to investigate the feasibility of incorporating messaging and secured document transfer in the eFile system to safeguard the transmission of Business Identifiable Information (BII). 	<ul style="list-style-type: none"> Implement the secure electronic communication system for BII. 	In each year: <ul style="list-style-type: none"> Maintain and update the international accounts Web site. Maintain and update the electronic reporting system (eFile), to maintain an eFile rate of 80%. 		
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
3.9	Cross-Divisional Teams	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Use cross-divisional teams to review best practices related to seasonal adjustment and form a survey improvement committee to enhance BEA's data collection. 	<ul style="list-style-type: none"> Use cross-divisional teams to collaborate on methods for measuring production and trade of factoryless goods producers and to modernize the end-use classification system for statistics on trade in goods. 	In each year, use cross-divisional teams to work on special or on-going projects, as appropriate.		
3.10	Hiring and Succession Planning	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Hire a new chief for the Direct Investment Division at the SES level. In each year, develop staffing plans for timely replacement or reconfiguration of staff. 				
3.11	Staff Professional Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand opportunities for staff to complete training, particularly training on seasonal adjustment, leadership, and plain writing. Offer supervisors training on conducting performance appraisals and offer employees training on writing accomplishment statements. 	<ul style="list-style-type: none"> Prioritize opportunities and venues for participation in professional meetings and training opportunities. 	In each year: <ul style="list-style-type: none"> Continue to expand developmental opportunities for staff, such as outside training, presentations, committee service, and assignments in new areas. Encourage participation in Bureau-wide activities, such as seminars and training. 		
3.12	International Accounts Training Program	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct international accounts training course on an on-going basis, making improvements and additions to the program as needed for staff development. 	<ul style="list-style-type: none"> Present information on BEA's International economic accounts statistics and their relationship to Census Bureau statistics as part of Census Econ University's National Economic Accounting Course. Conduct international accounts training course on an on-going basis, making improvements and additions to the program as needed for staff development. 	<ul style="list-style-type: none"> Conduct international accounts training course on an on-going basis, making improvements and additions to the program as needed for staff development. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: EMPLOYEES							
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
3.13	Internal Communications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Update and further develop a matrix of project teams to improve communication of workflows and outputs. 	<ul style="list-style-type: none"> Expand the use of BEA's intranet to provide more accessible management information. 	<ul style="list-style-type: none"> In each year, continue to identify methods to improve internal communications. 		
Strategic Objective: MANAGEMENT							
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
3.14	Coordinate Implementation of New International Standards	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to monitor implementation of new international standards. As a member of the Interagency Task Force on Statistics of International Trade in Services, lead in the preparation of a compilation guide on trade in services statistics. Provide comments on the content and structure of the compilation guides being developed to assist nations with implementing new international statistical standards. Contribute to a paper on harmonizing the balance of payments data on direct investment with the data on the activities of multinational enterprises being drafted by the OECD's Working Group on International Investment Statistics. Contribute to a handbook on global production being drafted by the UNECE's Task Force on Global Production. 	<ul style="list-style-type: none"> Continue to monitor implementation of new international standards. As a member of the Interagency Task Force on Statistics of International Trade in Services, lead in the preparation of a compilation guide on trade in services statistics. Provide comments on the content and structure of the services compilation guide being developed to assist nations with implementing new international statistical standards. 	In each year: <ul style="list-style-type: none"> Continue to monitor implementation of new international standards. Continue to contribute to the work of international organizations involved with the implementation of statistical standards and related research. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
3.15	International Transactions Accounts (ITAs)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2012 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs following the new presentation to be released in June 2014. Prepare and release 2013 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2014 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2015 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2016 and revised annual and quarterly statistics for earlier years subject to revision.
3.16	International Investment Position (IIP) Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release new quarterly statistics for the IIP. Prepare and release 2012 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the IIP following the new presentation to be released in June 2014. Prepare and release 2013 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the IIP. Prepare and release 2014 and revised annual statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the IIP. Prepare and release 2015 and revised annual statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the IIP. Prepare and release 2016 and revised annual statistics for earlier years subject to revision.
3.17	Financial and Operating (F&O) Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2011 and revised statistics for 2010. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2012 and revised statistics for 2011. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2013 and revised statistics for 2012. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2014 and revised statistics for 2013. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2015 and revised statistics for 2014.
3.18	International Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release 2012 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2013 and revised annual statistics on international services transactions following the new presentation to be released in June 2014. 	<ul style="list-style-type: none"> Prepare and release 2014 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2015 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2016 and revised annual statistics on international services transactions.
3.19	Trade in Goods and Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, prepare and release monthly statistics on trade in goods and services, jointly with the Census Bureau. 				
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.20	Accelerated Release of Monthly Trade in Goods and Services Release	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete the development and testing of processes for accelerating the monthly trade release by an average of 5 days. Begin production, with a target date of March 2013 for the first accelerated release. 	<ul style="list-style-type: none"> Establish a working group with the Census Bureau and develop plans and processes for further acceleration of the monthly trade release to provide trade statistics for the Advance GDP release. 	<ul style="list-style-type: none"> In each year, continue to release monthly trade in goods and services on an accelerated schedule. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.21	Improve and Enhance Statistics on Trade in Goods and Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Review and assess recommendations for use of credit card data for travel statistics in the ITAs. Research improved estimation methods for measuring medical services in the ITAs. Assess the use of econometric techniques to project trade in services statistics in the absence of source data. Explore the use of econometric techniques to evaluate undercoverage on services surveys. Establish a working group with the Census Bureau and explore feasibility of producing seasonally adjusted statistics for trade in goods and services by selected countries and regions. 	<ul style="list-style-type: none"> Prepare and release quarterly travel statistics based on improved methodology. If feasible and source data exist, implement revised method for measuring medical services in the ITAs. Produce recommendations for using econometric techniques to project trade in services statistics in the absence of source data. Continue to explore the use of econometric techniques to project trade in goods and services statistics in the absence of source data. Research the feasibility of establishing a personal, cultural, and recreational services account. Research the feasibility of distributing charges for the use of intellectual property to relevant services accounts based on rights to use, rights to reproduce or distribute, and outright sales. Research the feasibility of using econometric techniques to analyze undercoverage on BEA's trade in services surveys. If feasible, introduce new seasonally adjusted statistics for trade in goods and services by selected countries and regions in the monthly trade release. 	<ul style="list-style-type: none"> In each year, continue to identify potential improvements related to services. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Strategic Objective: STATISTICS								
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
3.22	Quarterly Surveys of International Services Transactions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Align quarterly selected services and intellectual property transactions with the results of the 2011 benchmark survey. Redesign quarterly survey of selected services and intellectual property to incorporate improvements from 2011 benchmark survey. 	<ul style="list-style-type: none"> Seek OMB approval of redesigned quarterly survey of selected services and intellectual property. 	<ul style="list-style-type: none"> Align quarterly insurance transactions with the results of the 2013 benchmark survey. Redesign quarterly survey of insurance transactions to incorporate improvements from 2013 benchmark survey. 	<ul style="list-style-type: none"> Align quarterly financial services transactions with the results of the 2014 benchmark survey. Redesign quarterly survey of financial services transactions to incorporate improvements from 2013 benchmark survey, if applicable. 		
3.23	Benchmark Surveys of International Services Transactions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Design benchmark survey of insurance for 2013. Incorporate the results of the 2011 benchmark survey of selected services and intellectual property into the ITAs. 	<ul style="list-style-type: none"> Conduct redesigned benchmark survey of insurance for 2013. Design benchmark survey of financial services for 2014. 	<ul style="list-style-type: none"> Conduct redesigned benchmark survey of financial services for 2014. Incorporate the results of the 2013 benchmark survey of insurance into the ITAs. 	<ul style="list-style-type: none"> Design benchmark survey of selected services and intellectual property for 2016. 	<ul style="list-style-type: none"> Conduct redesigned benchmark survey of selected services and intellectual property for 2016. 	
3.24	Quarterly Surveys of Direct Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Align quarterly outward direct investment transactions with the results of the 2009 benchmark survey of U.S. direct investment abroad. 			<ul style="list-style-type: none"> Align quarterly inward direct investment transactions with the results of the 2012 benchmark survey of foreign direct investment in the United States. 		
3.25	Annual Surveys of Direct Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Finalize design of 2013 annual survey of foreign direct investment in the United States. 	<ul style="list-style-type: none"> Begin design of 2015 annual survey of U.S. direct investment abroad; incorporate improvements from 2014 benchmark survey. 	<ul style="list-style-type: none"> Finalize design of 2015 annual survey of U.S. direct investment abroad. 			
3.26	Benchmark Surveys of Direct Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct redesigned 2012 benchmark survey of foreign direct investment in the United States. Begin design of 2014 benchmark survey of U.S. direct investment abroad. 	<ul style="list-style-type: none"> Finalize design of 2014 benchmark survey of U.S. direct investment abroad. 	<ul style="list-style-type: none"> Conduct redesigned 2014 benchmark survey of U.S. direct investment abroad. 	<ul style="list-style-type: none"> Begin design of 2017 benchmark survey of foreign direct investment in the United States. 		
3.27	Utilize Statistical Sampling Techniques	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, refine and adjust sampling techniques as necessary given available program resources. 					

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.28	International Investment Position (IIP) Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Prepare and release quarterly IIP statistics. Research improved estimation methods for calculating market value direct investment position statistics. 	<ul style="list-style-type: none"> Continue to prepare and release quarterly IIP statistics. Continue research on improving method for calculating market value direct investment position statistics and implement new method if feasible. 	<ul style="list-style-type: none"> In each year, prepare and release quarterly IIP statistics. 		
3.29	Cognitive Redesign of Surveys	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Assess changes to the quarterly survey of foreign direct investment in the United States using feedback from survey respondents. 	<ul style="list-style-type: none"> In each year, continue to extend survey design improvements to other BEA surveys, as appropriate and as resources permit. 			
3.30	Interagency Data Sharing Projects	Timeliness Relevance Accuracy	<p>Conduct data-sharing projects, to include:</p> <ul style="list-style-type: none"> linking BEA data on R&D of multinational companies with Census data on R&D for all U.S. companies for 2009. linking BEA data on U.S. parent companies to BLS occupational data and analyze the employment characteristics of U.S. MNCs. linking BEA data on U.S. affiliates of foreign companies to data from the Census Bureau's 2007 Economic Census. 	<p>Conduct data-sharing projects, to include:</p> <ul style="list-style-type: none"> linking BEA data on multinational companies to Census Bureau data on foreign trade data to answer questions related to factoryless goods producers and other topics related to economic globalization. linking BEA data on U.S. parent companies to BLS occupational data to analyze the employment characteristics of U.S. MNCs. linking BEA data on R&D of multinational companies and on trade in R&D services to Census Bureau data on R&D activities for all U.S. companies to improve and enhance the data available on the domestic and international R&D activities of U.S. companies. 	<ul style="list-style-type: none"> In each year, continue to support and conduct data sharing projects. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.31	Research and Improve Estimates of Transfers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement new method for measuring penalties imposed on corporations in the ITAs. Recommend improved estimation methods for measuring withholding taxes in the ITAs. Investigate the feasibility of mandatory reporting on BEA's survey of overseas grants and donations by U.S. corporations and other private organizations and seek OMB approval, if appropriate. 	<ul style="list-style-type: none"> If feasible and source data exist, implement revised method for measuring withholding taxes in the ITAs. If feasible, implement mandatory reporting on BEA's survey of overseas grants and donations by U.S. corporations and other private organizations. 	<ul style="list-style-type: none"> In each year, continue to identify potential data improvements related to transfers. 		
3.32	Address Data Gaps in Financial Account Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Pursue a change in reporting requirements for hedge funds in coordination with the Treasury Department to ensure complete and non-overlapping coverage. Research potential data sources and estimation methods for measuring insurance technical reserves. 	<ul style="list-style-type: none"> Submit proposal to change hedge fund reporting requirement to OMB for approval. Clarify instructions for hedge fund reporting as appropriate. If feasible and source data exist, implement new method for measuring insurance technical reserves in the ITAs and the IIP. Evaluate the use of foreign source data and direct investment data for financial intermediaries to cover the assets and liabilities of U.S. nonbanks, after the TIC system has been expanded in December 2013 to cover positions of U.S. financial nonbanks with affiliated foreigners. Modify methodologies as needed. Evaluate the measurement of cross-border holdings of long-term securities by comparing the SLT and annual Treasury surveys and the impact on revisions. If feasible, implement new estimates of financial transactions and positions by sector and maturity, based on new data from the TIC reporting system. 	<ul style="list-style-type: none"> In each year, continue to evaluate potential data gaps in the financial account. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts							
3.33	Improve Integration of International Accounts with National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to develop a system for quarterly data transfer between BPD and the National and Industry Accounts to support the GDP and GDP by industry statistics. 	<ul style="list-style-type: none"> Incorporate data transfers between BPD and the National and Industry Accounts into the new processing framework. 	<ul style="list-style-type: none"> Continue to improve integration of International Accounts with National and Industry Accounts. 		
Strategic Goal: Improve Consistency With International Standards							
3.34	Implement New International Standards and Other Changes	Relevance Accuracy	<ul style="list-style-type: none"> Identify improvements to the international accounts recommended in BPM6 and the 4th edition of the OECD Benchmark Definition of Foreign Direct Investment that can be implemented during the annual revision of the ITAs and IIP. Implement approved changes. 	<ul style="list-style-type: none"> Identify improvements to the international accounts recommended in the 6th edition of the IMF Balance of Payments and International Investment Position Manual (BPM6) and the 4th edition of the OECD Benchmark Definition of Foreign Direct Investment that can be implemented during the annual revision of the ITAs and IIP. Implement approved changes. Implement a new presentation of the international accounts based on BPM6. 	<ul style="list-style-type: none"> In each year, continue to develop methods for introducing improvements to the international accounts recommended in BPM6 that could not be implemented by 2014. 		
3.35	International Data Submissions	Relevance Accuracy	<ul style="list-style-type: none"> Prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD. Develop applications for submitting data to the OECD and IMF using the Statistical Data and Metadata Exchange (SDMX). 	<ul style="list-style-type: none"> Prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD. Continue to develop applications for submitting data to the OECD and IMF using the Statistical Data and Metadata Exchange (SDMX). 	<ul style="list-style-type: none"> In each year, prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD. 		

INTERNATIONAL ECONOMIC ACCOUNTS

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
3.36	Modernization and Maintenance of IT Systems for International Accounts	Timeliness Relevance Accuracy	<p>Work with staff from OCIO to:</p> <ul style="list-style-type: none"> • Continue parallel processing ITAs estimation. • Begin parallel processing international investment position and trade in goods and services estimation. • Expand central system to integrate survey processing system in order to allow for online editing of surveys (Phase 1 – develop overall architecture; develop engines for cross survey validation, auto edit, and search.) • Continue parallel processing of quarterly direct investment surveys; incorporate suppression and annualization processes unique to the quarterly surveys. • Incorporate universe estimation processing of annual survey of U.S. direct investment abroad into new system and continue parallel processing. • Move new entity tracking and analysis tools for surveys of U.S. direct investment abroad into production. • Explore alternatives for universe estimation processing of quarterly services surveys. 	<p>Work with staff from OCIO to:</p> <ul style="list-style-type: none"> • Continue parallel processing ITAs, international investment position, and trade in goods and services estimation. • Add support for new presentation of the ITAs and IIP to be consistent with new international standards. • Complete integration of the new survey processing system including upgraded editing capabilities, enhanced work flow, universe estimation, and entity tracking and deliver to editors for feedback. • Incorporate remaining international investment and services surveys into central system. 	<ul style="list-style-type: none"> • In each year, work with staff from OCIO to modernize and maintain the IT systems for the international accounts and related survey processing systems (see also milestones 7.32-7.34). • Process all active international investment and services surveys in the new system. 		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
4.1	External Communication Enhancements for the Regional Program	Relevance	In each year: <ul style="list-style-type: none"> • Present new developments and updates at regional economic conferences. • Develop partnerships with user groups and external stakeholders. 				
4.2	User Handbook and Help Files	Relevance	In each year: <ul style="list-style-type: none"> • Update documents on methodology and help topics as needed. • Develop additional FAQs to support data releases as needed. 				
Strategic Goal: Emphasize Two-Way Communication							
4.3	RIMS Online Systems (assumes reductions resulting from sequestration are restored starting in FY2014)	Relevance	In each year: <ul style="list-style-type: none"> • Monitor customer feedback on RIMS systems. • Implement changes as needed. 				
4.4	Manage Inter-divisional and Inter-agency Communications	Relevance	In each year: <ul style="list-style-type: none"> • Engage in Bureau-wide committees. • Participate in interagency meetings with Census, IRS, BLS, and other statistical agencies. • Communicate with other statistical agencies about BEA's data or product needs and respond to their requests for information. • Prepare Regional Bi-Weekly reports to share with BEA Directorates. • Work with OCIO and Communications Division staff to prepare for emergency and COOP planning. • Work with staff from other BEA directorates to develop and maintain effective data sharing agreements. 				
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
4.5	Mapping and Graphics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Work with OCIO to begin research and development of an alternative solution to mapping requirements on BEA.gov website. 	<ul style="list-style-type: none"> • Work with OCIO to develop, test, and implement an alternative solution to mapping requirements on BEA.gov website. 	In each year: <ul style="list-style-type: none"> • Monitor user feedback and new developments in mapping technology. • Modify mapping products and graphics applications as appropriate. • If required, promote new applications through training. 		
4.6	Data Dissemination Technologies	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • In each year, continue required internal and external database development as specified in the BEA IT modernization plan. 				
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
4.7	Staff Professional Development	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> • Provide staff with opportunities to develop professionally, emphasizing opportunities that develop presentation and communication skills and/or enhance understanding of economic statistics produced by other data providers. • Update and offer basic Regional Economics course if needed. • Provide team building training to strengthen existing and/or newly organized teams as needed. 				
Strategic Objective: MANAGEMENT							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
4.8	Manage IT Infrastructure	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> • Improve the content and accessibility of the Regional Directorate pages of the BEA.gov website. • Update website information on estimation systems and documentation, as needed. • Provide IT training to staff to keep up with new technology. 				

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Continue to Update Priority Statistics							
4.9	Annual State Personal Income (SPI) Including Disposable SPI	Timeliness Relevance Accuracy	• In each year, prepare and release annual SPI statistics for the previous year.				
4.10	Annual/ Benchmark Gross Domestic Product (GDP) by state	Timeliness Relevance Accuracy	• In each year, prepare and release annual GDP-by-state statistics for the previous year.				
4.11	Quarterly SPI	Timeliness Relevance Accuracy	• In each year, prepare and release quarterly SPI statistics.				
4.12	Annual Local Area Personal Income (LAPI)	Timeliness Relevance Accuracy	• Prepare and release annual 2011 LAPI statistics with new area definitions on an accelerated schedule.	• In each year, prepare and release annual LAPI statistics with new area definitions 11 months after the end of the previous year.			
4.13	Regional Input-Output Multipliers (assumes reductions resulting from sequestration are restored starting in FY2014)	Timeliness Relevance Accuracy		• Begin incorporating data from the 2007 benchmark I-O table and local area data for 2012.	• Finish incorporating data from the 2007 benchmark I-O table and local area data for 2012.	• Incorporate the national annual I-O table and local area data for the third prior year.	
4.14	Annual/Benchmark Gross Domestic Product (GDP) by metropolitan area	Timeliness Relevance Accuracy	• Accelerate the release of GDP-by-metropolitan-area statistics to 9 months after the reference year.	• In each year, prepare and release GDP-by-metropolitan-area statistics.			
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
4.15	Accelerated Release of County-Level Personal Income and Components	Timeliness Relevance Accuracy	• Release county-level personal income for 2011 in November of FY 2013.	• In each year, assuming source data continue to be timely and available, release county-level income statistics on an accelerated schedule.			
4.16	New Source Data for Regional GDP and Personal Income Estimates	Timeliness Relevance Accuracy	• In each year, research possible new sources of data to improve the accuracy of the regional GDP and personal income statistics and incorporate new data whenever feasible.				
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics							
4.17	Research on Supplemental Pension Accounts, by State	Relevance Accuracy	• Incorporate NIPA accrual-based measures of defined benefit pensions, by state, in the regional comprehensive revision.	• Research methodology for developing experimental statistics for pensions on an accrual basis, by state.	• Complete a <i>Survey</i> article that discusses the experimental statistics of accrual-based pension statistics, by state. • Continue evaluation of the experimental statistics.	• Release prototype accrual-based pension statistics, by state. • Continue evaluation of prototype statistics.	• Contingent on results of evaluation and user feedback, begin producing accrual-based pension statistics, by state, on an annual basis.

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics							
4.18	State Personal Consumption Expenditures (PCE)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete a <i>Survey</i> article that discusses the experimental PCE-by-state statistics. Continue evaluation of the experimental statistics. 	<ul style="list-style-type: none"> Release prototype PCE-by-state statistics. Continue evaluation of the prototype statistics. 	<ul style="list-style-type: none"> Contingent on results of evaluation and user feedback, begin producing PCE-by-state statistics on an annual basis. 		
4.19	Treatment of Intangible Capital	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue to develop a methodology for treating expenditures on research and development and artistic originals as investment in regional GDP statistics. 	<ul style="list-style-type: none"> Incorporate the new treatment of expenditures on research and development and artistic originals into regional GDP statistics. 			
4.20	Quarterly GDP-by-State Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete a <i>Survey</i> article that discusses the experimental quarterly GDP-by-state statistics. Continue evaluation of the experimental statistics. 	<ul style="list-style-type: none"> Release prototype quarterly GDP-by-state statistics. Continue evaluation of the prototype statistics. 	<ul style="list-style-type: none"> Contingent on results of evaluation and user feedback, begin producing quarterly GDP-by-State statistics one month after the release of quarterly GDP-by-Industry statistics. 		
4.21	Real Personal Income Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Release prototype real personal income statistics. Continue evaluation of the prototype statistics. 	<ul style="list-style-type: none"> Contingent on results of evaluation and user feedback, begin producing real personal income statistics on an annual basis. 			

OFFICE OF THE CHIEF STATISTICIAN

Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
5.1	Program Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand data sharing opportunities with the Census Bureau and BLS. Explore other sources of Administrative data that might be used by BEA Work with the Internal Revenue Service on accessing more tax data. 				
5.2	Maintenance and Improvement of Source Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Work with Census Bureau to expand data collection and special tables in indicator programs and various surveys which include services, trade surveys, manufacturing, governments, and enterprise data. 				
5.3		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, review NAICS for future changes. 				
5.4		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue development of NAPCS. Work with Census on their implementation of NAPCS in the Economic Census 				
5.5		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue working with Census to provide thorough reviews and detailed comments, as well as to request additional data items to the Economic surveys and Economic Census to improve BEA estimates. This includes providing feedback and recommendations for changes to forms and coverage for survey programs in several divisions, including the Services Sector Statistics Division, the Manufacturing and Construction Division, the Governments Division, the Company Statistics Division, and the Economic Planning and Coordination Group. 				
5.6	Maintaining Quality of Estimates; Support of Statistical Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Maintain information under the IQG and address any concerns. Review and respond to the Federal Register Notices issued by source data providers about collected data. Respond to requests for comment from United Nations Statistical Division (UNSD), Organization of Economic Cooperation and Development (OECD) and other international statistical entities. 				

OFFICE OF THE CHIEF STATISTICIAN

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
5.7	Research	Timeliness, Relevance, Accuracy	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff Encourage and implement opportunities to develop staff knowledge of BEA's research agenda Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques developed in academia, private firms and other statistical agencies 	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff Encourage and implement opportunities to develop staff knowledge of BEA's research agenda Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques developed in academia, private firms and other statistical agencies 	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff Encourage and implement opportunities to develop staff knowledge of BEA's research agenda Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques developed in academia, private firms and other statistical agencies 	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff Encourage and implement opportunities to develop staff knowledge of BEA's research agenda Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques developed in academia, private firms and other statistical agencies 	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff Encourage and implement opportunities to develop staff knowledge of BEA's research agenda Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques developed in academia, private firms and other statistical agencies

OFFICE OF THE CHIEF ECONOMIST

Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
5.8	External Sessions	Relevance	<ul style="list-style-type: none"> Organize sessions to showcase recent BEA research, such as sessions at ASSA, IARIW, and National Bureau of Economic Research (NBER). 				
5.9	Establish Relationships with the Research Community	Relevance	<ul style="list-style-type: none"> Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas. Manage ASA/BEA/NSF Fellowship program to support work related to BEA's mission. 				
Strategic Objective: EMPLOYEES							
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
5.10	Research	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff. Encourage and implement opportunities to develop staff knowledge of BEA's research agenda. Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques in academia. 				

OFFICE OF THE CHIEF ECONOMIST

Mile-stone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics							
5.11	Conduct Research for Health Satellite Account	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> • Complete a series of working papers that establishes the usefulness of claims data for price measurement. • Complete a paper describing a prototype Industry account for medical care industries. • Publish a <i>SCB</i> article that evaluates the BLS experimental price indexes for medical care spending • Complete a working paper that expands coverage of price indexes to include the Medicare population • Complete a study that demonstrates the usefulness of existing surveys to construct historical price indexes 	<ul style="list-style-type: none"> • Publish a <i>Survey of Current Business</i> article that reviews alternative methods for accounting for improved outcomes from medical care. 	<ul style="list-style-type: none"> • Complete construction of a prototype regional account for medical care industries. 	<ul style="list-style-type: none"> • Integrate estimates based on claims data into the prototype accounts. 	
			<ul style="list-style-type: none"> • Conduct research on the usefulness of claims data for the construction of price indexes for medical care spending. • Assess usefulness of available data sources for the construction of historical estimates of spending by disease and price indexes. • Study alternative methods available for accounting for changes in the outcomes of medical treatments. 				

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
6.1	Public Website	Relevance	<ul style="list-style-type: none"> In each year, implement improvements identified in the previous year's Web site Customer Satisfaction Survey and ASCI scores In each year, conduct ongoing content and design updates for BEA Web site 				
6.2		Relevance	<ul style="list-style-type: none"> Develop multi-year vision and roadmap for BEA site with Web steering committee Implement Facebook account and YouTube account for BEA Refine iTables user functionality based feedback and suggest future roadmap to steering committee Formulate plans for news release standards for website presentation Formulate plans for new BEA Digital Library. Formulate plans for Dashboard of Web statistics. Schedule site audit using ACSI resources. 	<ul style="list-style-type: none"> Implement multi-year vision and roadmap for BEA site with Web steering committee Develop plans for redesigning the public website Incorporate social media improvements and develop additional social media outlets Refine iTables user functionality based feedback and suggest future roadmap to steering committee Implement plans for news release standards for website presentation Formulate plans for new BEA Digital Library Implement plans for Dashboard of Web statistics Formulate plans in response to site audit from ACSI 	<ul style="list-style-type: none"> Refine multi-year vision and roadmap for BEA site with Web steering committee Implement plans for redesigning the public website Refine social media improvements based on feedback Refine iTables user functionality based feedback and suggest future roadmap to steering committee Implement news release Web standards based on feedback with program areas Refine BEA Digital Library based on feedback Refine plans for Dashboard of Web statistics based on feedback Implement plans in response to site audit from ACSI 	<ul style="list-style-type: none"> Refine multi-year vision and roadmap for BEA site with Web steering committee Refine plans for redesigning the public website Refine social media improvements based on feedback Refine iTables user functionality based feedback and suggest future roadmap to steering committee Refine news release Web standards based on feedback with program areas Refine BEA Digital Library based on feedback Schedule site Usability Audit Review (UAR) using ACSI resources 	<ul style="list-style-type: none"> Refine multi-year vision and roadmap for BEA site with Web steering committee Refine social media improvements based on feedback Refine iTables user functionality based feedback and suggest future roadmap to steering committee Refine plans for news release standards for website presentation Refine plans for Dashboard of Web statistics Formulate plans in response to site audit from ACSI
6.3		Survey of Current Business	Relevance	<ul style="list-style-type: none"> In each year, provide design expertise for all charts, tables, and interactive content for the SCB. In each year, manage the production of the SCB Online, developing news processes as necessary. In each year, provide editorial oversight on all SCB articles. In each year, manage the Central Publishing System (CPS) and develop new features as necessary. 			
6.4		Relevance	<ul style="list-style-type: none"> Develop high-level plans to transition SCB from a print publication to a pure on line publication Explore possible vendor support for SCB Online 	<ul style="list-style-type: none"> Begin Phase 1 of Transition SCB from a print publication to a pure online publication Implement plans developed in 2013 Develop plans for contract support for SCB Online 	<ul style="list-style-type: none"> Refine SCB Online, developing new processes as necessary Implement Phase 2 initiatives of transition 		

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Expand External Communications and Outreach Efforts							
6.5	<i>Survey of Current Business</i>	Relevance	<ul style="list-style-type: none"> Publish additional BEA Briefings and Research Spotlights. Publish more nontraditional content. Explore alternate presentations. 	<ul style="list-style-type: none"> Publish additional BEA Briefings and Research Spotlights. Publish more nontraditional content. Explore alternate presentations. Reduce traditional content 	<ul style="list-style-type: none"> Continue to publish additional BEA Briefings and Research Spotlights. Continue to publish more nontraditional content. Explore new content creation methods Reduce traditional content 		
6.6	Publication, Editorial, and Graphic Design Activities	Relevance	<ul style="list-style-type: none"> In all years, produce and maintain all BE forms. 				
			<ul style="list-style-type: none"> Produce and maintain additional BE forms Create formal schedule to transition production of all BE forms 	<ul style="list-style-type: none"> Formulate plans to harmonize all BEA press releases, offline and online. 	<ul style="list-style-type: none"> Implement plans to harmonize all BEA press releases based on feedback. 		
			<ul style="list-style-type: none"> In each year, manage production, editing and desktop publishing of all tables, charts, texts, and graphics for agency print and online publications and documents, including social media In each year, continue to provide press release support, managing production of GDP release tables for online posting In each year, author, edit, and publish blog content In each year, produce and/or edit the BEA Customer Guide and other marketing documents 				
6.7	Customer Satisfaction Surveys	Relevance	<ul style="list-style-type: none"> In each year, evaluate the results of the previous year's Customer Satisfaction Survey and develop action plan in response. In each year, conduct the Customer Satisfaction Survey. 				

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
6.8	Expanded Media and Outreach Activities	Relevance	<ul style="list-style-type: none"> In each year, manage and enhance the nationwide media coverage for BEA through targeted advisories and briefings. 				
6.9		Relevance	<ul style="list-style-type: none"> In each year, create the following year's conference schedule to integrate program area outreach efforts. In each year, plan and execute the twice-a-year Advisory Committee Meetings. In each year, plan and execute special events aimed at journalists and at influential private sector economists and other stakeholders. In each year, coordinate with the Department's OPA, IGA, and legislative affairs unit on department-wide issues. On a rotating basis, host FESAC meetings. In all years, support recruiting and career fair programs. 				
6.10		Relevance	<ul style="list-style-type: none"> Continue to develop content for social media. Expand programs to proactively influence journalists and constituents and successfully execute outreach plan to inform media about comprehensive NIPA revision. Revamp and expand internal programs to media train more employees, including those not authorized to speak to the media. 	<ul style="list-style-type: none"> Refine internal programs to media train employees. Refine programs to proactively influence journalists and constituents, including media plans for quarterly state GDP, PCE by state, and real personal income by state. Develop plans to standardize all external news releases from BEA 	<ul style="list-style-type: none"> Refine internal programs to media train employees. Refine programs to proactively influence journalists and constituents, including quarterly state GDP, PCE by state, and real personal income by state. Implement plans to standardize all external news releases from BEA 	<ul style="list-style-type: none"> Refine internal programs to media train employees. Refine programs to proactively influence journalists and constituents. 	<ul style="list-style-type: none"> Refine internal programs to media train employees. Refine programs to proactively influence journalists and constituents.
6.11		Internal Communications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Develop databases in conjunction with program areas and OCIO. Incorporate improvements to CARS and calendaring systems using new intranet system. Formulate plans to launch Brown Bag internal communications series. Launch internal social media tools with enhanced and original content, including an internal blog and an online newsletter. Develop comprehensive internal communications plan. 	<ul style="list-style-type: none"> Implement databases in conjunction with program areas and OCIO. Implement plans to launch Brown Bag internal communications series. Refine internal social media tools based on feedback. Implement comprehensive internal communications plan. 	<ul style="list-style-type: none"> Refine databases in conjunction with program areas and OCIO. Refine Brown Bag series based on feedback. Refine internal social media tools based on feedback. Refine comprehensive internal communications plan. 	<ul style="list-style-type: none"> Refine Brown Bag series based on feedback. Refine internal social media tools based on feedback. Refine comprehensive internal communications plan.
6.12			<ul style="list-style-type: none"> In each year, conduct ongoing content and design updates for BEA Intranet site. In each year, support all CFC efforts. 				
6.13		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, manage the production and distribution of the in-house daily News Clips and quarterly BEA Details newsletter 				

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
6.14	Meetings	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, manage Bureau-wide meetings and events, including the Academic Seminars, Children's Art Contest, teleconferences, and special roll-outs 				
Strategic Objective: EMPLOYEES							
Strategic Goal: Assess and Improve BEA's Organizational Climate							
6.15	Organizational Assessment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Analyze 2012 FEVS data Determine 2012 FEVS areas of challenge Establish 2012 FEVS Change Committees, if any Conduct 2013 FEVS 	<ul style="list-style-type: none"> Implement 2013 results, if any Analyze 2013 FEVS data Determine 2013 FEVS areas of challenge Establish 2013 FEVS Change Committees, if any Conduct 2014 FEVS 	<ul style="list-style-type: none"> Implement 2014 results, if any Analyze 2014 FEVS data Determine 2014 FEVS areas of challenge Establish 2014 FEVS Change Committees, if any Conduct 2015 FEVS 	<ul style="list-style-type: none"> Implement 2015 results, if any Analyze 2015 FEVS data Determine 2015 FEVS areas of challenge Establish 2015 FEVS Change Committees, if any Conduct 2016 FEVS 	<ul style="list-style-type: none"> Implement 2016 results, if any Analyze 2016 FEVS data Determine 2016 FEVS areas of challenge Establish 2016 FEVS Change Committees, if any Conduct 2017 FEVS
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
6.16	Workforce Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Implement CLC courses. Evaluate the Supervisory Track for Mentoring Program. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Analyze Level 2&3 Evaluation of Training. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Implement Level 2&3 Evaluation of Training. 	<ul style="list-style-type: none"> Conduct Annual Training Needs Assessment. Analyze Level 2&3 Evaluation of Training. 	
6.17	Workforce Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement improvements to hiring processes/time to hire against the 80-day hiring timeline Implement Intern Program under Pathways. Evaluate DOC HR Management system. Implement DOC Pay for Performance system. Implement improvements to Incentive Awards Program. Evaluate Telework initiatives. Evaluate New Employee Orientation Program 	<ul style="list-style-type: none"> Evaluate hiring processes/time to hire against the 80-day hiring timeline Evaluate Intern Program under Pathways Implement DOC HR Management system Implement DOC Pay for Performance system Implement improvements to Incentive Awards Program Implement improvements to New Employee Orientation Program 	<ul style="list-style-type: none"> Implement improvements to hiring processes and time to hire against the 80-day hiring reform timeline Implement improvements to the Intern Program under Pathways 	<ul style="list-style-type: none"> Evaluate hiring processes/time to hire against the 80-day hiring timeline Evaluate Intern Program under Pathways 	

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: EMPLOYEES							
Strategic Goal: Sustain and Enhance Workforce Safety and Security							
6.18	Security Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Review Physical Protection System Work with EOR contractors to determine BEA's PSMS requirements Represent BEA at monthly DOC OSY meetings Conduct twice-daily security sweeps and countermeasure tests Enroll and activate PIV-2 badges for BEA staff members Initiate process to enroll and activate PIV-2 badges for BEA contractors Coordinate access control badging for recurring DOD visitors Update BEA's ENS information Develop 1-yr contract extension for BEA-ENS Update BEA's PCIF Operating Plan and coordinate audit from DOC Assist OCIO with internally-conducted security data calls Conduct quarterly Building Security Committee (BSC) meeting Conduct annual review of Post Orders Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved Conduct security-related training for senior leaders and staff members Conduct annual review of OEP, identify and implement improvements Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill 	<ul style="list-style-type: none"> Review Physical Protection System to ensure components meet evolving security needs Represent BEA at monthly DOC OSY meetings Conduct daily security sweeps and countermeasure tests Schedule and conduct quarterly Building Security Committee (BSC) meeting Conduct annual review of Post Orders Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved Conduct security-related training for senior leaders and staff members Conduct annual review of OEP, identify and implement improvements Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill 	<ul style="list-style-type: none"> Review Physical Protection System to ensure components meet evolving security needs Represent BEA at monthly DOC OSY meetings Conduct daily security sweeps and countermeasure tests Schedule and conduct quarterly Building Security Committee (BSC) meeting Conduct annual review of Post Orders Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved Conduct security-related training for senior leaders and staff members Conduct annual review of OEP, identify and implement improvements Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill 	<ul style="list-style-type: none"> Review Physical Protection System to ensure components meet evolving security needs Represent BEA at monthly DOC OSY meetings Conduct daily security sweeps and countermeasure tests Schedule and conduct quarterly Building Security Committee (BSC) meeting Conduct annual review of Post Orders Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved Conduct security-related training for senior leaders and staff members Conduct annual review of OEP, identify and implement improvements Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill 	<ul style="list-style-type: none"> Review Physical Protection System to ensure components meet evolving security needs Represent BEA at monthly DOC OSY meetings Conduct daily security sweeps and countermeasure tests Schedule and conduct quarterly Building Security Committee (BSC) meeting Conduct annual review of Post Orders Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved Conduct security-related training for senior leaders and staff members Conduct annual review of OEP, identify and implement improvements Conduct one (1) Shelter-in-place and one (1) Evacuation/ Fire Drill

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: EMPLOYEES							
Strategic Goal: Sustain and Enhance Workforce Safety and Security							
6.19	Safety, Health, and Worklife Balance Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Participate in DOC's OOSH Risk Assessment of BEA's Safety and Health program Conduct safety inspection of BEA primary operating facility Conduct quarterly Health & Wellness presentations for employees Complete annual OPM Wellness report Complete annual OSHA report Complete annual DOL Occupational Safety & Health report Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved Represent BEA at monthly DOC Wellness meeting Represent BEA at DOC monthly Safety meeting Provide ergonomics training sessions & consultations Administer flu shots to employees 	<ul style="list-style-type: none"> Implement new ECOMP Worker's Compensation Reporting System Execute supervisory safety training Conduct safety inspection of BEA primary operating facility Conduct quarterly Health & Wellness presentations for employees Complete annual OPM Wellness report Complete annual OSHA report Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved Represent BEA at monthly DOC Wellness meeting Represent BEA at DOC monthly Safety meeting 	<ul style="list-style-type: none"> Execute supervisory safety training Conduct safety inspection of BEA primary operating facility Conduct quarterly Health & Wellness presentations for employees Complete annual OPM Wellness report Complete annual OSHA report Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved Represent BEA at monthly DOC Wellness meeting Represent BEA at DOC monthly Safety meeting 	<ul style="list-style-type: none"> Execute supervisory safety training Conduct safety inspection of BEA primary operating facility Conduct quarterly Health & Wellness presentations for employees Complete annual OPM Wellness report Complete annual OSHA report Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved Represent BEA at monthly DOC Wellness meeting Represent BEA at DOC monthly Safety meeting 	<ul style="list-style-type: none"> Execute supervisory safety training Conduct safety inspection of BEA primary operating facility Conduct quarterly Health & Wellness presentations for employees Complete annual OPM Wellness report Complete annual OSHA report Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved Represent BEA at monthly DOC Wellness meeting Represent BEA at DOC monthly Safety meeting

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: MANAGEMENT							
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency							
6.20	Continuity of Operations Plan (COOP)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents Conduct two (2) COOP training sessions for ERG staff Represent BEA at monthly DOC CEWG meetings Update All Hazard Facility Risk Assessment Plan and execute one (1) internally-evaluated COOP exercise Evaluate the effectiveness of COOP-related programs following NLE/EH13 as part of AAR/IP and implement identified improvements 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents Represent BEA at monthly DOC CEWG meetings Plan and execute one (1) externally-evaluated Reconstitution exercise (COOP) Develop and implement training exercises for designated ERG staff members Evaluate the effectiveness of COOP-related programs following NLE/EH14 as part of AAR/IP and implement identified improvements 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents Represent BEA at monthly DOC CEWG meetings Conduct All Hazard Facility Risk Assessment for COOP Plan and execute one (1) internally-evaluated COOP exercise Develop and implement training exercises for designated ERG staff members Evaluate the effectiveness of COOP-related programs following NLE/EH15 as part of AAR/IP and implement identified improvements 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents Represent BEA at monthly DOC CEWG meetings Plan and execute one (1) externally-evaluated COOP exercise Develop and implement training exercises for designated ERG staff members Evaluate the effectiveness of COOP-related programs following NLE/EH16 as part of AAR/IP and implement identified improvements 	<ul style="list-style-type: none"> Conduct annual review of all COOP-related programs and documents Represent BEA at monthly DOC CEWG meetings Plan and execute one (1) internally-evaluated COOP exercise Develop and implement training exercises for designated ERG staff members Evaluate the effectiveness of COOP-related programs following NLE/EH17 as part of AAR/IP and implement identified improvements
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
6.21	Advisory Committee Management	Timeliness Relevance Accuracy	<p>In each year, conduct a minimum of two BEA Advisory Committee meetings.</p> <ul style="list-style-type: none"> In each year, support and provide alternate hosting for two Federal Economic Statistics Advisory Committee meetings. In each year, review procedures and processes and identify opportunities for improvements and cost efficiencies. In each year, review appointment terms, ensuring both a full and balanced committee membership In alternating years beginning with 2011, renew committee charter and balance plan. 				
Strategic Goal: Sustain and Enhance the Management of BEA's Resources							
6.22	Financial Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Track performance, analyze, and review implemented improvement plans/strategies for processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Develop plans/strategies for implementing improvements to processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Implement plans/strategies for improving processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Track performance, analyze, and review implemented improvement plans/strategies for processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly. 	<ul style="list-style-type: none"> Develop plans/strategies for implementing improvements to processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.
6.23	Acquisition Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation. Complete this year's milestones identified in GSA plan for lease/space options; complete tasks as directed by GSA. 	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved. Complete this year's milestones identified in GSA plan for lease/space options; complete tasks as directed by GSA. 	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation. Complete this year's milestones identified in GSA plan for lease/space options; complete tasks as directed by GSA. 	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved. Complete this year's milestones identified in GSA plan for lease/space options; complete tasks as directed by GSA. 	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation.

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: CUSTOMERS							
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
7.1	International Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to enhance electronic survey data collection to reduce respondent burden and make data collection more efficient. 				
7.2	Regional Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, support and enhance the Regional Input-Output Multiplier web-based ordering/delivery system. 				
7.3		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, support and enhance the Regional web-based data dissemination applications, including interactive mapping. 				
7.4	Web Applications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, support web applications. Upgrade as appropriate to further improve customer access to BEA data. 				
7.5	Internet Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Develop an application programming interface (API) for data dissemination on the website Provide technical support for BEA internet infrastructure 	<ul style="list-style-type: none"> In each year, provide technical support for BEA internet infrastructure. 			
Strategic Objective: EMPLOYEES							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
7.6	IT Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, effectively provide necessary IT Training to Bureau staff. Continue to provide staff training in core technical skills, and to promote cross-directorate talent sharing. 				
7.7	Commercial Off-The-Shelf (COTS) Software	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, upgrade or add various COTS software, as needed, to support BEA analyst needs. 				
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
7.8	Intranet Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Redesign OCIO home page in support of Bureau upgrade, and maintain content Support BEA intranet, as needed. 	<ul style="list-style-type: none"> In each year, support BEA intranet home page, as needed Maintain OCIO home page and content, as needed 			
7.9	E-Mail System	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Research new messaging technologies including NOAA and NIST cloud offerings. 	<ul style="list-style-type: none"> If approved, procure and implement new messaging software. 	<ul style="list-style-type: none"> Research new messaging technologies. 	<ul style="list-style-type: none"> If approved, procure and implement new messaging software. 	<ul style="list-style-type: none"> Research new messaging technologies.
Strategic Goal: Assess and Improve BEA's Organizational Climate							
7.10	HelpDesk	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, provide Helpdesk support to BEA users. 				
7.11		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Complete OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Complete OCIO customer satisfaction survey.
7.12	Voice Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, support the voice mail system 				

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: MANAGEMENT							
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency							
7.13	Disaster Recovery Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, test & upgrade disaster recovery services to meet expanding Bureau needs. Participate in Department and national disaster recovery exercises as appropriate. 				
7.14	LAN backup system	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand LAN backup capabilities, as needed, to keep pace with storage needs 				
7.15	Perimeter Security/ Firewall System	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement Bit 9 whitelisting application Expand consolidated infrastructure logging capability. 	<ul style="list-style-type: none"> In each year, maintain authentication and identification systems and strengthen as appropriate. 			
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
7.16	IT Planning & Architecture	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, update information technology planning and architecture documents: BEA Strategic Plan, Strategic IT Plan, Operational IT Plan, and Enterprise IT Architecture (EITA). 				
7.17	DOC CIO	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the budget submission. Represent BEA on Departmental groups and initiatives. 				
7.18	SCOPE	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, liaison with Statistical Community of Practice and Engagement (SCOPE) committee. 				
7.19	CLOUD	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Pilot cloud-based file storage for access via mobile devices, for BEA Executives only. 	<ul style="list-style-type: none"> In each year, identify opportunities to further leverage cloud technologies within the framework of the legal and special requirements for statistical agencies. 			
7.20	IT Security	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement Enterprise Continuous Monitoring and Operations. 	<ul style="list-style-type: none"> In each year, conduct continuous IT security monitoring, including internal and external testing to ensure IT controls are effective and operating as intended, and to identify opportunities to further strengthen the bureau's IT security program. 			
7.21		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, review and update Risk Assessment, System Security Plan, Contingency Plan and security policies. 				
7.22		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year of plan, conduct IT security awareness training including new employee training, annual refresher training, and role-based training for individuals with significant security responsibility. 				
7.23		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement HSPD-12 compliant logical access control on at least 70% of Bureau network accounts. 	<ul style="list-style-type: none"> In each year of plan, implement OMB and DOC IT security mandates. 			
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security							
7.24	Data Storage	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Expand LAN space allocations based on current need. 				
7.25	Network Bandwidth	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Increase bandwidth and work with our ISP to make better use of our back up circuit. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth. 	<ul style="list-style-type: none"> If approved, upgrade internal and/or external bandwidth. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth. 	<ul style="list-style-type: none"> If approved, upgrade internal and/or external bandwidth.

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: MANAGEMENT							
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security							
7.26	Network Servers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Complete IPv6 migration for external facing components Plan for migration of appropriate internal components by 2014 	<ul style="list-style-type: none"> Complete migration of appropriate internal components by 2014. 	<ul style="list-style-type: none"> In each year, investigate and, as appropriate, enhance Internet Protocol Version 6 (IPv6) implementation. Plan for migration of appropriate internal components. 		
7.27		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, maintain and support network servers and expand the use of virtualization, as appropriate. 				
7.28	Remote Access	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade Investigate Virtual Desktop Infrastructure. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them. 	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them.
7.29	Technology Refresh	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, maintain UPS systems and upgrade as appropriate. 				
7.30		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, replace up to 1/3 of LAN server hardware, desktops, laptops, and printers as budgeted. 				
7.31	Web & Email Filtering	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement Fire Eye web filtering product. Explore opportunities to enhance PII protections by testing one or more data loss prevention solutions. 	<ul style="list-style-type: none"> Evaluate and upgrade virus protection, spam and content filtering, and related software, as needed. 			
7.32	Wi Fi	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Implement guest WiFi capability for conference rooms 	<ul style="list-style-type: none"> Support and maintain guest WiFi capability. 			
Strategic Objective: STATISTICS							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
7.33	International Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue modernization of International systems (see also milestone 3.32). 				
7.34		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Incorporate additional direct investment surveys into modernized system. 	<ul style="list-style-type: none"> In each year, work with staff from the International Economics Directorate to maintain and improve the IT systems for the international accounts and related survey processing systems. 			
7.35		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to review controls over company confidential data and enhance as needed. 				
7.36		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Continue incorporating Balance of Payments estimates into central system. 	<ul style="list-style-type: none"> Continue the modernization of Balance of Payments systems. 			

INFORMATION TECHNOLOGY

Milestone	Programs	Performance Measure	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Strategic Objective: STATISTICS							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
7.37	National Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Provide ongoing support and enhancements as needed for the 2012 benchmark of the national accounts. 	<ul style="list-style-type: none"> In each year, continue to support and enhance STATS-II, as needed (see also milestone 1.6). 			
7.38		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to review security architecture and enhance, as appropriate. 				
7.39		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to support conversion to the FAME time series management tool (see also milestone 1.6). 				
7.40		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to support the electronic survey data collection for the Biomedical Research and Development Price Index (BRDPI) as needed (see also milestone 1.3). 				
7.41	Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> Develop Industry accounts data feeder hub. 	<ul style="list-style-type: none"> In each year, continue to develop, implement, and support an integrated Industry accounts system (see also milestone 2.9 and 2.11). 			
7.42		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, support Benchmark I-O, Annual I-O, and GDP-by-Industry systems until replaced/modernized (see also milestone 2.9 and 2.11). 				
7.43	Statistical Production Common Components	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, continue to develop, implement, and support common components. 				
Strategic Goal: Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data							
7.44	Database	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> In each year, maintain & update database structure and platform standards and principles; apply to application re-engineering efforts as appropriate. 				