



Bureau of Economic Analysis Strategic Plan 2009-2013

BEA's Strategic Plan

2009-2013

Our Foundation: Mission, Vision, and Values

Our 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.

Our Vision

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

Our Values

Integrity: Maintaining the professional reputation of BEA and the objectivity of its statistics.

Quality: Producing timely, relevant, and accurate statistics.

Excellence: Fostering staff excellence and recognizing and rewarding employee contributions.

Responsiveness: Providing customers with the programs and services they need.

Innovation: Using technology and new methodologies to effectively meet measurement challenges.

U.S. Department of Commerce Strategic Plan FY 2007-2012

BEA's mission, as defined above, is derived from the Department of Commerce's (DOC) mission, strategic goals, and objectives.

U.S. Department of Commerce Mission:

To create the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.

To achieve this mission, the Department established a set of strategic goals and objectives to guide the core missions of its agencies and programs (see the Department of Commerce Strategic Plan, FY 2007-2012 available at www.doc.gov). BEA's mission derives directly from the following DOC goals and objectives:

DOC Strategic Goal 1:

Maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers.

DOC Objective 1.3:

Advance key economic and demographic data that support effective decision-making by policymakers, businesses, and the American public.

Our Challenges

To fulfill its mission and thus contribute to the Department's strategic goals and objectives, BEA must address several challenges including:

- Updating the accounts to address the rapid changes in the economy associated with the recent housing and financial crisis so that the data are better able to identify emerging imbalances and future risks to the economy.
- Expanding the accounts to address longer-term economic issues, including national priorities as health care, energy, retirement incomes, and innovation.
- Better integrating the economic data produced by BEA with the data produced by the other statistical agencies in the decentralized statistical system so as to provide more accurate and consistent data for BEA's national, international, regional, and industry accounts and for the productivity and balance sheet data jointly produced by BEA, BLS, and the Federal Reserve Board, with the support of Census and other agencies.
- Expanding and integrating BEA's investments in information technology to improve efficiency, raise staff productivity, improve customer access, and reduce respondent burden on survey respondents.
- Retaining its position as one of the leading Federal agencies in employee satisfaction by building and developing a skilled work force through effective recruitment, hiring, and retention programs, and through training and other programs.

Strategic Objectives and Goals

Strategic Objective 1:

Customers. BEA's statistics are only as useful as our customers' ability to access, use, and understand them. The Strategic Plan for 2009-2013 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 and 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, including a new Congressional Webpage that provides information targeted to specific audiences, the development of an agency-wide Communications plan, and continued enhancements to our regional interactive mapping applications.

Strategic Objective 2:

Employees: 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 BEA's Workforce Toward Effective Accomplishment of the Mission
- Sustain and Enhance BEA's Internal Communications
- Assess and Improve BEA's Organizational Climate
- Sustain and Enhance Workforce Safety

These goals will be achieved through a number of efforts, including the implementation of changes recommended in BEA's most recent Organizational Assessment Survey, the establishment of a BEA-wide Communications Plan, a wide array of professional development opportunities for BEA staff (including management and leadership training, training to improve communication skills, and university courses), the inclusion of responsibilities in each employee's performance plan that link to BEA's Strategic Plan, and the provision of a safe and comfortable work environment.

Strategic Objective 3:

Management. 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 the Continuation of BEA's Mission and Essential Functions in an Emergency
- Sustain and Enhance the Management of BEA's Resources
- Enhance and Integrate Internal and External Statistical Review and Planning
- Efficiently Manage IT Investments in Support of BEA's 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, such as the expansion of the high-performance STATS-II processing system to further reduce statistical processing times and to maximize the time available for analyzing statistical results. BEA is dedicating additional resources to its IT investment for the first time since 2003. BEA will modernize its processing systems and better integrate the way these systems communicate with each other; thereby building in efficiencies that will save time and that will allow our staff to focus even more on analysis of the statistics.

Strategic Objective 4:

Statistics: The strategic goals related to this objective are designed to upgrade BEA's economic statistics by improving statistical methodologies and source data and by using new technologies.

BEA's economic statistics programs are the heart of our work. Our statistics are used as critical ingredients in budget forecasts, public policymaking, monetary policy decisions, and business financial strategies. To ensure BEA data is as timely, relevant, and accurate as demanded by our customers, we must continually update our methodologies and our approaches to capture the dynamic U.S. and world economies. To do so, BEA's program and support areas have developed the following strategic goals:

- Continue to Update and Improve Priority Statistics
- Address Data Gaps, Accelerate Releases, and Implement Other Improvements
- Improve Consistency and Integration Across BEA 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 will allow BEA to successfully reach these goals and fulfill its objectives vary widely across its program areas. They include the continued preparation and release of indispensable statistics such as GDP, regional personal income, and GDP by state and by metropolitan area, and GDP by industry statistics; the development of a health-care "satellite" account that will allow for better assessment of the returns to various health treatments and the sources of change in health care costs, and the continued redesign and improvement of international surveys to capture additional and more detailed information that allows better analysis of international transactions. Thanks to new funding in 2009, BEA will also move forward with its plans to develop research and development statistics, and incorporate these statistics into its economic accounts—something BEA's customers have been anxiously awaiting.

The Details

The detailed activities that support BEA's strategic objectives and goals are referred to in the Strategic Plan as "milestones." In the 2009-2013 Strategic Plan, there are over 170 milestones, and each one is designed to contribute to one or more of the goals and objectives discussed above. These milestones are presented, by program or support area, strategic objective, and strategic goal in the attached matrix.

Appendix A: Evaluating Success through Performance Measures

BEA's progress toward achieving its mission is reported each year in the "BEA Strategic Plan Report Card" at www.bea.gov. Progress is determined through the use of a number of performance measures that are developed

Preparation and Release of Economic Statistics

BEA's progress with respect to the preparation and release of its economic accounts and the human and technological resources that support them—that is, its base statistical programs—is monitored by three long-term performance measures. These measures track BEA's ability to release its estimates on time and on schedule, customer satisfaction with BEA programs, and the accuracy of one of the most important BEA statistics, GDP.

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

The importance of BEA 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. Relevance: Customer Satisfaction with Quality of Products and Services (Mean Rating on a 5-Point Scale)

Timeliness and accuracy are meaningless if the data are not relevant to the needs of BEA's customers. To measure customer satisfaction, BEA conducts an annual mail and Internet survey of users that gauge their use of, and satisfaction with, BEA products. The measure is derived as the ranking received, on a 5.0 scale, on BEA's annual survey of customer satisfaction. It is also evaluated as the number of successfully-completed milestones related to target.

3. 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.

Budget Initiatives

BEA's progress with respect to its budget initiatives is monitored by evaluating its success in completing those milestones related to each initiative. The budget initiative performance measures reflected in BEA's strategic plan for 2009–2013 are:

1. Development of More Accurate and Comprehensive Measures of the Health Sector in GDP (Health Sector)

This initiative seeks to develop a more accurate measure of the health care sector in GDP and to create a supplemental, satellite account that provides detailed and specific information on the expenditures of the health care industry and the costs of treating specific diseases.

2. Preparation of R&D and Innovation Accounts

This initiative will allow BEA to fully research, identify, and quantify R&D as an investment with the goal of incorporating it into GDP and the other economic accounts.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: CUSTOMERS						
Strategic Goal: Expand external communications and outreach efforts						
1.1	Communications About the National Income and Product Accounts (NIPAs)	<ul style="list-style-type: none"> • Add FAQs to the BEA Web site that address topical areas of interest to customers. • Hold a NIPA data users' conference and other briefings to inform customers about the comprehensive revision. • Publish explanatory Survey articles and present updated table stubs to customers in advance of the comprehensive revision release. 	<ul style="list-style-type: none"> • Develop additional FAQs for the BEA Web site, including FAQs on PCE to reflect the new PCE classification (see milestones 1.2). 	<ul style="list-style-type: none"> • Hold a NIPA data users' conference. • Develop additional FAQs for the BEA Web site. 	<ul style="list-style-type: none"> • Develop additional FAQs for the BEA Web site. 	<ul style="list-style-type: none"> • Develop additional FAQs for the BEA Web site.
1.2	Methodology Papers/Documentation	<ul style="list-style-type: none"> • Release additional chapters of the NIPA concepts and methods handbook, including PCE. • Provide documentation for the new classification and the sources and methods for PCE. 	<ul style="list-style-type: none"> • Release additional chapters of the NIPA concepts and methods handbook. • If approved, release updated methodology paper for fixed assets. • Update FAQs on PCE to reflect the new classification. 	<ul style="list-style-type: none"> • In each year, release additional chapters of the NIPA concepts and methods handbook. 		
1.3	Biomedical Research & Development (R&D) Price Index	<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. 				
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
1.4	National Accounts Training	<ul style="list-style-type: none"> • Conduct U.S. national accounts training program for BEA employees. Continue to evaluate program for potential improvements. 	<ul style="list-style-type: none"> • Conduct U.S. national accounts training program, and continue to evaluate for potential improvements. • Develop online training for employees. • Update internal documentation to reflect the 2009 comprehensive revision. 	<ul style="list-style-type: none"> • Conduct U.S. national accounts training program, and continue to evaluate for potential improvements. • Implement online training program and evaluate for improvements. 	<ul style="list-style-type: none"> • Conduct U.S. national accounts training program, and continue to evaluate for potential improvements. • Continue to implement and improve online training program. 	<ul style="list-style-type: none"> • Conduct U.S. national accounts training program, and continue to evaluate for potential improvements. • Continue to implement and improve online training program.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
1.5	Modernize and improve national accounts processes and systems	<ul style="list-style-type: none"> With support from OCIO, complete the NIPA comprehensive revision using the new high-performance STATS-II processing system (see milestone 7.31). With support from OCIO, implement the STATS-II system for the processing of current estimates (see milestone 7.31). Continue development and testing of component systems in FAME. 	<ul style="list-style-type: none"> Test and implement income side components using the new high-performance STATS-II processing system. Implement FAME for selected annual revision and current estimate systems. Continue FAME conversion for remaining component systems. With support from OCIO, implement the STATS-II system for the processing of flexible annual revisions. (See milestone 7.31). 	<ul style="list-style-type: none"> Continue FAME conversion for the remaining current estimate systems. Begin FAME conversion for additional annual revision systems. Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Complete the FAME conversion for remaining annual revision systems. Continue to evaluate opportunities for modernization of systems. 	<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						
1.6	Improve Major NIPA Revisions	<ul style="list-style-type: none"> Release comprehensive NIPA revision. Internal Steering Committee continues to develop flexible annual revision procedures Evaluate major proposals for the 2010 annual revision. 	<ul style="list-style-type: none"> Implement flexible annual revision procedures. Internal Steering Committee monitors implementation of proposals for the 2010 annual NIPA revision and evaluates proposals for the 2011 annual NIPA revision. 	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of proposals for the 2011 annual NIPA revision and evaluates proposals for the 2012 revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of proposals for the 2012 annual NIPA revision and evaluates proposals for the 2013 revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Flexible annual revision will feature incorporation of 2007 benchmark Input-Output table. Evaluate proposals for future flexible annual revisions.
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
1.7	National Income and Product Accounts (NIPA)	<ul style="list-style-type: none"> Prepare and release quarterly GDP and NIPA tables. Release comprehensive revision GDP and NIPA tables for 1929-2009. 	<ul style="list-style-type: none"> In each year of plan, prepare and release quarterly GDP and NIPA tables. In each year of plan, prepare and release annual revision GDP and NIPA tables. 			
1.8	Monthly Personal Income and Outlays	<ul style="list-style-type: none"> Prepare and release monthly personal income and outlays statistics. Prepare and release comprehensive NIPA revision statistics for 1959-2009. 	<ul style="list-style-type: none"> In each year of plan, prepare and release personal income and outlays statistics. 			

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
1.9	Fixed Assets and Consumer Durable Goods	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durables for 1925-2008 as part of the release of the 2009 comprehensive revision. 	<ul style="list-style-type: none"> Prepare and release annual statistics on fixed assets and consumer durable goods for 1998-2009. Prepare benchmark private fixed investment by industry for 2002. 	<ul style="list-style-type: none"> In each year, prepare and release annual statistics on fixed assets and consumer durables for the previous three years that reflect the annual revision of the NIPAs. 		
1.10	International Submissions	<ul style="list-style-type: none"> Update NIPA and fixed asset statistics consistent with 1993 SNA for OECD. Prepare Government Finance Statistics (GFS) for 2005-2008 for Treasury to submit to IMF. 	<ul style="list-style-type: none"> Update NIPA and fixed asset statistics consistent with 1993 SNA for OECD. Prepare 2002-2009 GFS for Treasury to submit to IMF, reflecting the NIPA comprehensive revision. 	<ul style="list-style-type: none"> In each year, update NIPA and fixed asset statistics consistent with 1993 SNA for OECD. In each year, prepare GFS for the previous 3 years for Treasury to submit to IMF. 		
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
1.11	Extend research and development (R&D) satellite account into the NIPAs.	<ul style="list-style-type: none"> Participate in the research and updating of the R&D satellite account. Begin work on current annual and preliminary quarterly estimates for the satellite account. 	<ul style="list-style-type: none"> Participate in the research and updating of the R&D satellite account. Work on reconciling BEA and National Science Foundation (NSF) measures of Federal R&D. Prepare estimates for 2007. 	<ul style="list-style-type: none"> Begin preparatory analyses and research for the incorporation of R&D statistics into the NIPAs. Review R&D estimates in the benchmark 2007 I-O table. Prepare estimates for 2008. 	<ul style="list-style-type: none"> Prepare proposal for the incorporation of R&D estimates into the NIPAs. 	<ul style="list-style-type: none"> Prepare estimates for the incorporation of R&D into the NIPAs.
1.12	Improve Estimates Using Real-Time Data	<ul style="list-style-type: none"> For 2002-2008 update PCE goods statistics with real-time scanner data for the comprehensive revision. Using data from Census Bureau, update measures of taxpayer nonfiling statistics. 	<ul style="list-style-type: none"> Update PCE goods statistics with real-time scanner data. Evaluate additional scanner data for possible use in PCE statistics. Update measures of taxpayer nonfiling. 	<ul style="list-style-type: none"> If a proposal is accepted, prepare improved statistics on motor vehicles using real-time data. Update PCE goods statistics with real-time scanner data. 	<ul style="list-style-type: none"> Conduct research on using real-time data to improve motor vehicle statistics by sector. Update PCE goods statistics with real-time scanner data. 	<ul style="list-style-type: none"> Update PCE goods statistics with real-time scanner data.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
1.13	Improve Income Estimates	<ul style="list-style-type: none"> Release comprehensive revision NIPA statistics which incorporate the new treatment of disasters and improved NAICS industry statistics on health insurance and workers' compensation. Incorporate improved industry estimates of underreporting for partnerships, sole proprietorships, and wages and salaries. Draft a Survey article comparing Standard and Poor's with NIPA profits statistics. Compare current estimates of wages using a proposed new indicator; study the revision pattern when the quarterly census of earnings and wages is incorporated. Continue the comparison of pension source data. Review the most recent measures of stock option activity. 	<ul style="list-style-type: none"> Depending on results of research, develop improved measures of pension contributions. Evaluate and develop measures of misreporting by S corporations. Continue to evaluate and test potential improvements to corporate profits statistics. Resume assessment of newly available IRS data that reconciles corporate financial reporting and corporate tax accounting. Continue comparison of wage measures; if superior, begin using it to derive the published monthly estimates. 	<ul style="list-style-type: none"> Depending on results of research, incorporate improved measures of pension contributions. If feasible, prepare and incorporate improved stock option measures. If approved, incorporate measures of misreporting for S corporations. Evaluate the results of these potential improvements to the current estimates of corporate profits. For the alternative wage indicators; evaluate seasonally adjusted data from BLS. Propose improvements to estimates based on IRS data that reconciles corporate financial reporting and corporate tax accounting. Propose streamlined methodologies for overly complex components. 	<ul style="list-style-type: none"> Depending on results of research, incorporate the improved seasonally adjusted wage indicator. Depending on results of research, incorporate improved estimates of interest and of imputed services of depository institutions. If approved, incorporate streamlined methodologies for overly complex components. If data are available, incorporate improvements to current estimates of corporate profits. Prepare the groundwork to incorporate measures of pensions on an accrual basis. 	<ul style="list-style-type: none"> If data are available, incorporate improved measures of corporate misreporting. If available, incorporate accrual-based measures of pensions. If data are available, incorporate estimates that reflect additional methodology streamlining.
1.14	Improve Estimates of Personal Consumption Expenditures	<ul style="list-style-type: none"> Release comprehensive revision statistics, incorporating the improved estimates and the updated PCE classification. Research the deflation of insurance and, if warranted, prepare a proposal for a future revision. 	<ul style="list-style-type: none"> Prepare proposal for improving PCE measures of medical and hospitalization insurance benefits. If approved, begin offline testing of improved insurance deflation methods. Research consistency of unit production data and net export data and methodology for used vehicle estimates; propose any needed improvements.. If available from Census Bureau, evaluate expanded data and prepare proposal for additional uses of new quarterly measures of services (QSS); implement if accepted. 	<ul style="list-style-type: none"> Update estimates using merchandise line sales data. Update estimates using Quarterly Services Survey (QSS) data, if available from Census Bureau. If proposal is approved, incorporate improved measures of medical and hospitalization insurance benefits. If approved, incorporate improvements into estimates of motor vehicles. 	<ul style="list-style-type: none"> Update measures of medical and hospitalization insurance benefits. Reconcile benchmark 2007 Input-Output table statistics with NIPA PCE statistics. Incorporate any newly available service products based on NAPCS from the Census Bureau's services annual survey into PCE. 	<ul style="list-style-type: none"> Update estimates. Incorporate results of the 2007 benchmark I-O statistics into the flexible annual revision of the NIPAs.

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Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
1.15	Improve Estimates of Private Investment	<ul style="list-style-type: none"> Release comprehensive revision results, including benchmarked monthly change in private inventories and historical statistics on structures by function instead of by type. 	<ul style="list-style-type: none"> Conduct research on prices for multi-family structures and for high-tech equipment. Begin to develop monthly measures of fixed investment for internal evaluation. Review existing models for estimating residential improvements. 	<ul style="list-style-type: none"> Research alternative indicators for private equipment. Develop benchmark inventory level measures that are consistent with change in private inventories. Conduct research on the appropriate level of detail to estimate equipment and software. Develop an improved procedure for estimating residential improvements. 	<ul style="list-style-type: none"> If approved, begin to implement benchmark inventory level measures that are consistent with change in private inventories. If approved, implement a new level of detail to estimate equipment and software. If approved, implement a new methodology for residential improvements. 	<ul style="list-style-type: none"> Conduct research on the feasibility of separate deflation of domestic and imported equipment.
1.16	Improve Government Sector Estimates	<ul style="list-style-type: none"> Release comprehensive revision results, incorporating revised measures of government property and casualty insurance programs, territorial adjustments, pension benefit guaranty corporation, and strategic petroleum reserves. Continue to work with other organizations to develop a pilot survey to collect real-time state and local government expenditures. Continue development of prototype quarterly reconciliations for Federal receipts and expenditures. 	<ul style="list-style-type: none"> Evaluate the pilot survey of real-time state and local government expenditure for reliability and completeness. Continue development of prototype quarterly reconciliations for Federal receipts and expenditures. Conduct research on changes needed in Federal components to introduce research and development (R&D) as investment in the NIPAs. 	<ul style="list-style-type: none"> With other organizations, launch the real-time survey of state and local government expenditures. Continue development of prototype quarterly reconciliations for Federal receipts and expenditures. Work with the Industry Directorate to review R&D statistics for the 2007 I-O table. 	<ul style="list-style-type: none"> If proposal is accepted, incorporate revised treatment of lump sum amortization payments in Federal compensation. Develop proposal for incorporating data from real-time state and local government expenditures survey into the NIPAs. 	<ul style="list-style-type: none"> Evaluate high frequency data from state and local government expenditures survey against Census annual Government Finances data.
1.17	Improve Fixed Asset Estimates	<ul style="list-style-type: none"> Continue research on fixed asset issues, including estimates by legal form. Develop a data base for the depreciation patterns of motor vehicles. 	<ul style="list-style-type: none"> Continue research on fixed asset issues, including treatment of brokers' commissions. 	<ul style="list-style-type: none"> Report on research findings of improved depreciation rates for motor vehicles. 		

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Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts						
1.18	Improve Integration of National Accounts with Other U.S. Agency Statistics	<ul style="list-style-type: none"> Continue research to reconcile National Health Expenditures Accounts (NHEA) and NIPA measures for the development of a health satellite account. Issue joint news release with BLS to present integrated national production account; prepare a working paper on the integrated production account and corresponding tables. Continue efforts to reconcile differences between the NIPAs and BLS multi-factor productivity (MFP) statistics. Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. Update the PCE/CPI reconciliation using the new PCE classification. 	<ul style="list-style-type: none"> Publish a working paper with a draft reconciliation of the NHEA and NIPA statistics on health expenditures. Continue research to expand the integrated national production account. Continue efforts to reconcile differences between the NIPAs and BLS MFP statistics. Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. Update PCE/CPI reconciliation using new PCE classification. 	<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. 	<ul style="list-style-type: none"> Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.
1.19	Research on National Accounts Concepts and Methods	<ul style="list-style-type: none"> Continue the development of accrual estimates of defined-benefit pensions. Publish a Survey article to report on pension research results. Prepare a research paper on analytical measures of terms of trade effects for the national accounts. 	<ul style="list-style-type: none"> Continue the development of accrual estimates of defined-benefit pensions. Conduct research on measures of real bank output. 	<ul style="list-style-type: none"> Prepare a proposal to publish supplemental accrual estimates of pensions. Develop a proposal for measuring real bank output in the NIPAs. 	<ul style="list-style-type: none"> If the proposal is approved, publish supplemental, accrual estimates of pensions. 	
1.20	Improve Integration of National and Industry Accounts	<ul style="list-style-type: none"> Continue to identify components and additional ways of incorporating feedback between the industry accounts and the national accounts. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional components and possible improvements. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. Evaluate improvements made to date. 	

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Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts						
1.21	Improve Integration of Fixed Assets Statistics	<ul style="list-style-type: none"> • Prepare a proposal to harmonize the classification of private nonresidential structures. • Continue research on fixed asset issues, including a comparison of BEA statistics with Bureau of Labor Statistics (BLS) net stocks. 	<ul style="list-style-type: none"> • Incorporate the harmonized classification for private nonresidential structures. • Continue research comparing BEA and BLS net stock statistics. 	<ul style="list-style-type: none"> • Continue research comparing BEA and BLS net stock statistics. 	<ul style="list-style-type: none"> • If approved, release results of research comparing BEA and BLS net stock statistics. 	
Strategic Goal: Improve Consistency With International Standards						
1.22	Research and Update PCE Classifications	<ul style="list-style-type: none"> • Release comprehensive revision statistics based on the new PCE classification. 	<ul style="list-style-type: none"> • Continue preparing statistics based on new classification. • Prepare and release statistics on the stock of consumer durable goods consistent with the new PCE classification. • Prepare a Survey article on long term trends in PCE using the new classification. 	<ul style="list-style-type: none"> • Continue preparing statistics based on the new classification. • Prepare a proposal on adjusting PCE for travel exports. 	<ul style="list-style-type: none"> • If the proposal is approved, incorporate PCE for travel exports at the detailed commodity level. 	
1.23	Improve Government Sector Estimates	<ul style="list-style-type: none"> • Continue research on enterprise and pension plan sectoring, on real output measures, and on positive returns to government capital. 	<ul style="list-style-type: none"> • Prepare a working paper for estimates of positive returns to government capital. • Continue research on government enterprise and pension plan sectoring and on real output measures. 	<ul style="list-style-type: none"> • If the working paper is approved, develop estimates of positive returns to government capital. • Prepare proposals on government enterprise and pension plan sectoring and on real output measures of government. 	<ul style="list-style-type: none"> • If proposals on government enterprise and pension plan sectoring and on real output measures of government are approved, develop estimates. 	
1.24	Improve Consistency with International Standards in NIPA and Fixed Assets Statistics	<ul style="list-style-type: none"> • Release comprehensive revision with the new treatment of disaster adjustments. • Prepare and present a public working paper about the research to capitalize movies and sound recordings 	<ul style="list-style-type: none"> • Prepare a feasibility report on the capitalization of movie recordings. • If feasible, develop a proposal on capitalizing acquisition costs. 	<ul style="list-style-type: none"> • Prepare a proposal to capitalize movie recordings. 	<ul style="list-style-type: none"> • Prepare a proposal or feasibility report to capitalize additional artistic originals. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency With International Standards						
1.25	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	<ul style="list-style-type: none"> Incorporate 2002 NAICS into fixed assets statistics as part of comprehensive revision. Incorporate income by industry statistics on NAICS basis in the comprehensive revision. For the development of NAICS 2012, provide a staff member to chair the manufacturing transformation outsourcing subcommittee, which is assigned to develop a definition and to recommend classification options. 	<ul style="list-style-type: none"> Convert fixed assets statistics by industry to 2002 NAICS basis. Prepare to incorporate services statistics that are based on the NAPCS classification into PCE. 	<ul style="list-style-type: none"> Begin to incorporate services statistics that are based on NAPCS into PCE. 	<ul style="list-style-type: none"> Incorporate any newly available service products based on NAPCS 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 from the Census Bureau's services annual survey into PCE.
1.26	Participate in System of National Accounts (SNA) Revision	<ul style="list-style-type: none"> Review volume 2 of the updated System of National Accounts. Develop plans to implement the revised SNA in the NIPAs. 				

INDUSTRY ECONOMIC ACCOUNTS

Strategic Objective: CUSTOMERS

Strategic Goal: Expand External Communications and Outreach Efforts

2.1	Communication about the Industry Accounts	<ul style="list-style-type: none"> Maintain and improve communication with data users. Increase users' understanding of the Industry accounts through conferences, Web site improvements, and training sessions. Prepare an "Industry Account Primer" for the <i>Survey of Current Business</i>. 	<ul style="list-style-type: none"> In each year of the plan, maintain and improve communication with data users. In each year of the plan, increase users' understanding of the Industry accounts through conferences, Web site improvements, and training sessions.
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INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
2.2	Employee Development	In each year of the plan, emphasize employee development: <ul style="list-style-type: none"> • Employee training on the Industry Economic Accounts (IEA). • Explore opportunities for cross-training both within and outside of IEA. • Explore joint projects between the IEA divisions. 				
Strategic Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
2.3	IT Reengineering and Documentation	<ul style="list-style-type: none"> • In each year of the plan, continue to improve and integrate the processing systems for the annual I-O, GDP-by-industry, and benchmark I-O accounts. • In each year of the plan, continue the documentation of these processing systems and related operating procedures. 				
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning						
2.4	Improve Major Industry and National Revisions	<ul style="list-style-type: none"> • Release comprehensive NIPA revision. • Continue to develop flexible annual revision procedures. • Evaluate major proposals for the 2010 annual NIPA revision. 	<ul style="list-style-type: none"> • Implement flexible annual revision procedures. • Internal Steering Committee monitors implementation of proposals for the 2010 annual NIPA revision and evaluates proposals for the 2011 annual NIPA revision. 	<ul style="list-style-type: none"> • Internal Steering Committee monitors implementation of proposals for the 2011 annual NIPA revision and evaluates proposals for the 2012 revision. • Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> • Internal Steering Committee monitors implementation of proposals for the 2012 annual NIPA revision and evaluates proposals for the 2013 revision. • Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> • Internal Steering Committee monitors implementation of proposals for the 2013 annual NIPA revision and evaluates proposals for the 2014 revision. • Evaluate and improve flexible annual revision procedures, as needed.
STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
2.5	2002 and 2007 Benchmark Input-Output (I-O) Accounts	<ul style="list-style-type: none"> • Complete incorporation of the changes introduced during the 2009 NIPA comprehensive revision into 2002 revised Benchmark I-O Accounts. • Identify, evaluate, and select options for producing the 2007 benchmark I-O accounts more efficiently. • Modify 2007 benchmark I-O production plans, and develop final estimating framework. • Develop plan and schedule for integrating R&D prototype estimates into 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> • Incorporate 2007 Economic Census data into the Benchmark I-O framework as data are available from the Census Bureau. • Prepare preliminary detailed estimates of gross output and compare with statistics from the annual industry accounts. 	<ul style="list-style-type: none"> • Prepare preliminary input controls and value added for all industries. • Review preliminary estimates of gross operating surplus and value added and compare with statistics from the annual industry accounts. • Prepare GDP final demand statistics and begin reconciling with NIPA final demand statistics. 	Complete reconciliation of all final demand categories statistics with the NIPAs. <ul style="list-style-type: none"> • Prepare statistics of intermediate purchases and value added for all industries. Review and compare with statistics from the annual industry accounts. • Prepare the 2007 benchmark I-O Accounts. 	<ul style="list-style-type: none"> • Incorporate changes from the 2013 NIPA comprehensive revision into the 2007 benchmark I-O Accounts.

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
2.6	Annual Industry Accounts (Integrated Annual I-O and GDP-by-Industry Accounts)	<ul style="list-style-type: none"> Prepare and release all statistics for 2007 and revised statistics for 2006 and 2005. Prepare for 2010 comprehensive revision based on the revised 2002 benchmark I-O accounts and 2009 comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> Prepare and release the 2010 comprehensive revision of the Integrated Annual I-O and GDP-by-Industry Accounts for 1997-2008. Prepare and release the comprehensive revision of historical GDP-by-Industry for 1947-1996. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2009 and revised statistics for 2008 and 2007, as well as years affected by flexible annual revisions. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2010 and revised statistics for 2009 and 2008, as well as years affected by flexible annual revisions. 	<ul style="list-style-type: none"> Prepare and release all statistics for 2011 and revised statistics for 2010 and 2009, as well as years affected by flexible annual revisions.
2.7	GDP-by-Industry Statistics for the International Community	<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 Annual Industry Accounts (see milestone 2.6) which are made consistent with the 1993 SNA and provided to the OECD for international comparisons. 				
2.8	Travel and Tourism Satellite Accounts (TTSA)	<ul style="list-style-type: none"> Prepare and release 2008 and revised 2005-2007 annual statistics on the TTSA and quarterly statistics on tourism commodity sales and tourism industry employment. 	<ul style="list-style-type: none"> Prepare and release 2009 and revised 1997-2008 annual statistics on the TTSA and quarterly statistics based on 2010 comprehensive revision to annual industry accounts. 	<ul style="list-style-type: none"> Prepare and release 2010 and revised 2007-2009 annual statistics on the TTSA and quarterly statistics on tourism commodity sales and tourism industry employment. 	<ul style="list-style-type: none"> Prepare and release 2011 and revised 2008-2010 annual statistics on the TTSA and quarterly statistics on tourism commodity sales and tourism industry employment. 	<ul style="list-style-type: none"> Prepare and release 2012 and revised 2009-2011 annual statistics on the TTSA and quarterly statistics on tourism commodity sales and tourism industry employment.
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
2.9	Improved Estimates of Final Uses in the Benchmark I-O Accounts	<ul style="list-style-type: none"> Conduct research into data sources and estimating methods to improve previously published statistics for selected PCE and PES final use categories. 	<ul style="list-style-type: none"> Prepare papers and presentations summarizing results of research into data sources and estimating methods. 	<ul style="list-style-type: none"> If research results are approved, incorporate new data sources and estimating methodologies for selected final use categories into the 2007 Benchmark I-O accounts. Complete incorporation of approved improvements to final uses into the 2007 benchmark I-O Accounts. 		
2.10	Improved Estimates of Value Added by Industry in the Input-Output Accounts	<ul style="list-style-type: none"> Incorporate results from the 2009 comprehensive revision of the NIPAs as part of the reconciliation of the statistics on gross operating surplus from the revised 2002 Benchmark I-O and Annual I-O accounts. 	<ul style="list-style-type: none"> Continue to incorporate results from the 2009 comprehensive revision of the NIPAs as part of reconciling statistics on gross operating surplus. Evaluate methodology and modify, where appropriate, to prepare for the reconciliation of gross operating surplus for the 2007 Benchmark I-O accounts. 	<ul style="list-style-type: none"> Develop initial results of reconciled gross operating surplus for the 2007 Benchmark I-O accounts. Evaluate the estimates and modify methodology, where appropriate. 	<ul style="list-style-type: none"> Revise reconciled gross operating surplus results in the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Complete incorporation of reconciled gross operating surplus results in the 2007 benchmark I-O accounts.

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
2.11	Incorporate R&D as Investment into the 2007 Benchmark I-O Accounts	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment into the Benchmark I-O Accounts. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment into the Benchmark I-O Accounts. Begin work to develop prototype make and use tables incorporating R&D as investment. Begin work to incorporate R&D in the annual I-O tables. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment into the Benchmark I-O Accounts. Continue work to develop prototype make and use tables incorporating R&D as investment. 	<ul style="list-style-type: none"> Incorporate R&D as investment in the 2007 Benchmark I-O accounts. 	<ul style="list-style-type: none"> Continue to refine the methodology for treating R&D as investment into the Benchmark I-O Accounts.
2.12	Quarterly GDP-by-Industry Estimates	<ul style="list-style-type: none"> Prepare a working paper proposing a methodology for double-deflated quarterly GDP-by-Industry estimates. 	<ul style="list-style-type: none"> Develop processing system for quarterly estimates. Prepare experimental quarterly GDP-by-industry estimates. Announce release and revision schedule for quarterly estimates. Release a working paper proposing a methodology for double-deflated quarterly GDP-by-Industry estimates 	<ul style="list-style-type: none"> In each year, prepare and release quarterly GDP-by-industry estimates. 		
2.13	Improved Advance GDP-by-Industry Estimates	<ul style="list-style-type: none"> Evaluate advance single-deflation and prototype double-deflation advance estimates for 2007. Continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 	<ul style="list-style-type: none"> Evaluate advance and prototype estimates for 2008. Integrate quarterly GDP-by-industry research with prototype advance estimates. Continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 	<ul style="list-style-type: none"> In each year, prepare quarterly GDP-by-industry statistics and advance estimates and continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 		
2.14	Improved Estimates for Annual Industry Accounts	<ul style="list-style-type: none"> Prepare and evaluate interpolations between benchmark I-O statistics, extrapolations of intermediate inputs from Census annual surveys, and statistics on imported intermediate services inputs from BEA annual surveys with the release of the comprehensive revision of the annual I-O accounts. Prepare and evaluate new PCE categories and new methodologies for improved estimates with the release of the 2010 comprehensive revision of the annual I-O accounts. 	<ul style="list-style-type: none"> Incorporate interpolations between benchmark I-O statistics, extrapolations of intermediate inputs from Census annual surveys, and statistics on imported intermediate services inputs from BEA annual surveys with the release of the comprehensive revision of the annual I-O accounts. Incorporate new PCE categories and new methodologies for improved estimates with the release of the 2010 comprehensive revision of the annual I-O accounts. 	<ul style="list-style-type: none"> Incorporate statistics on output and intermediate inputs from any new Census annual surveys of services industries and from any new BLS annual surveys of services industries' prices. 		

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
STATISTICS						
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and with Other Accounts						
2.15	Review and Reconcile Output with Comparable Bureau of Labor Statistics (BLS) Measures	<ul style="list-style-type: none"> Work with BLS to complete prototype reconciliation tables that detail definitional and methodological differences. Develop a process to eliminate unnecessary methodological differences and to tabulate differences in additional industries. 	<ul style="list-style-type: none"> Begin to eliminate unnecessary methodological differences, which may include revising some industries' output in the comprehensive revision. Work with BLS to tabulate differences in additional industries in the 2010 comprehensive revision to the Annual Industry Accounts. 	<ul style="list-style-type: none"> In each year, work with BLS to eliminate unnecessary methodological differences, which may include revising additional industries' output in flexible annual revisions. Work with BLS to tabulate differences in additional industries. 		
2.16	Improve Integration of National and Industry Accounts	<ul style="list-style-type: none"> In each year of the plan, identify the large differences between comparable estimates from the Annual Industry Accounts and NIPAs for further review. Incorporate improvements into the NIPAs from these reviews. 				
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
2.17	Development of Satellite Research and Development (R&D) Account	<ul style="list-style-type: none"> Extend and update preliminary industry-level R&D satellite account to provide greater industry detail. 	<ul style="list-style-type: none"> Update and publish annual industry-level satellite account for 2007. 	<ul style="list-style-type: none"> Update and publish annual industry-level satellite account for 2008. 	<ul style="list-style-type: none"> Publish industry-level satellite account for 2009. Publish industry-level satellite account for 2010. 	

INTERNATIONAL ECONOMIC ACCOUNTS

Strategic Objective: CUSTOMERS

Strategic Goal: Expand External Communications and Outreach Efforts

3.1	Analyses and Articles	<ul style="list-style-type: none"> In each year, prepare regular articles and analyses. 				
3.2	Prepare Additional Special Studies	<ul style="list-style-type: none"> Prepare an analysis of the preliminary results of the 2007 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts data. 	<ul style="list-style-type: none"> Prepare special studies to extend analysis of international accounts data. 	<ul style="list-style-type: none"> Prepare an analysis of the preliminary results of the 2009 benchmark survey of U.S. direct investment abroad. Prepare other special studies to extend analysis of international accounts data. 	<ul style="list-style-type: none"> In each year, prepare special studies to extend analysis of international accounts data. 	
3.3	Presentations	<ul style="list-style-type: none"> In each year, present research and analysis at outside conferences. 				
3.4	Special Sworn Employees Program	<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 web site and in occasional <i>Survey of Current Business</i> articles. 				

Strategic Goal: Exploit technology for the best possible data collection and dissemination methods and to ensure security

3.5	Electronic Data Collection and Dissemination	<ul style="list-style-type: none"> In each year, maintain and update the international accounts Web site and the electronic reporting system. 				
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Strategic Objective: EMPLOYEES

Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission

3.6	Cross-Divisional Teams	<ul style="list-style-type: none"> In each year, use cross-divisional teams to work on special or on-going projects, as appropriate. 				
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INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
3.7	Hiring and Succession Planning	<ul style="list-style-type: none"> In each year, emphasize and improve initiatives for timely replacement of staff when openings occur. In each year, continue and expand developmental assignments for staff, such as outside presentations, committee service, and assignments in new areas. 				
Strategic Objective: MANAGEMENT						
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning						
3.8	International Statistical Leadership	<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. 				
3.9	Modernization and maintenance of IT systems for international accounts	<ul style="list-style-type: none"> Work with staff from the Office of the Chief Information Officer (OCIO) to maintain and improve the IT systems for the international accounts and related survey processing systems. (See also milestones 7.29 and 7.30). Work with staff from OCIO to create a prototype system to improve measures of international transactions by introducing efficiencies and improvements in estimate production through a high-performance database design. (See also milestone 7.28). Plan and begin to develop updated estimation procedures in light of program reductions and to facilitate IT modernization. 				
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
3.10	International Transactions Accounts (ITAs)	<ul style="list-style-type: none"> In each year, prepare and release statistics for the ITAs. 				
3.11	International Investment Position (IIP) Accounts	<ul style="list-style-type: none"> In each year, prepare and release annual statistics on the IIP. 				
3.12	Benchmark and Annual Financial and Operating (F&O) Data	<ul style="list-style-type: none"> In each year, prepare and release F&O statistics. 				
3.13	International Services	<ul style="list-style-type: none"> In each year, prepare and release statistics on international services transactions. 				

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
3.14	Align survey program for multinationals with available resources	<ul style="list-style-type: none"> Conduct redesigned 2008 annual survey of foreign direct investment in the United States with reduced detail and increased reporting thresholds. Discontinue survey of new foreign direct investments in the United States. Plan improved survey of new foreign direct investments, permitted by restoration of funding. Redesign tables and other statistical outputs as appropriate. 	<ul style="list-style-type: none"> Consult with potential data users and respondents on improved survey of new foreign direct investments; begin conducting the survey. Plan improved annual direct investment surveys if requested funding becomes available. Redesign tables and other statistical outputs as appropriate. 	<ul style="list-style-type: none"> Conduct improved direct investment surveys, assuming funding is available. 	<ul style="list-style-type: none"> In each year, continue to conduct improved surveys, as allowed by funding. 	
3.15	Research and Improve Estimates of on International Services	<ul style="list-style-type: none"> Publish expanded detail by type of service for affiliated trade in services. Incorporate into the series on services provided through affiliates output-type measures for insurance, wholesale trade, and retail trade. 	<ul style="list-style-type: none"> Incorporate into the series on services provided through affiliates output-type measures for financial services provided by banks. 	<ul style="list-style-type: none"> In each year, maintain and update the sources and methods to improve the measures of international services. 		
3.16	Quarterly Surveys of International Services Transactions	<ul style="list-style-type: none"> Continue conducting integrated surveys of trade in services that combine data on affiliated and unaffiliated transactions on the same survey instruments and incorporate the results into the ITAs and annual international services. 	<ul style="list-style-type: none"> Align quarterly insurance transactions with the results of the benchmark survey. 	<ul style="list-style-type: none"> Align quarterly financial services transactions with the results of the benchmark survey. 		<ul style="list-style-type: none"> Align quarterly selected services transactions with the results of the benchmark survey.
3.17	Benchmark Surveys of International Services Transactions	<ul style="list-style-type: none"> Conduct new benchmark survey of insurance transactions for 2008. Design benchmark survey of financial services transactions, covering affiliated and unaffiliated transactions for 2009. 	<ul style="list-style-type: none"> Conduct redesigned 2009 benchmark survey of financial services transactions. Incorporate the results of the 2008 benchmark survey of insurance transactions into the ITAs. 	<ul style="list-style-type: none"> Design benchmark survey of selected services and intangible assets for 2011. Incorporate the results of the 2009 benchmark survey of financial services transactions into the ITAs. 	<ul style="list-style-type: none"> Conduct benchmark survey of selected services and intangible assets for 2011. 	<ul style="list-style-type: none"> Design benchmark survey of insurance transactions for 2013. Incorporate the results of the 2011 benchmark survey of selected services into the ITAs.
3.18	Utilize Statistical Sampling Techniques	<ul style="list-style-type: none"> Expand use of sampling in annual survey of foreign direct investment in the United States, in light of program reductions. 	<ul style="list-style-type: none"> Expand use of sampling in annual survey of U.S. direct investment abroad, in light of program reductions. 	<ul style="list-style-type: none"> In each year, continue to conduct surveys using sampling techniques. 		
3.19	Monitor and Contribute to the Work of International Organizations in Updating Statistical Standards	<ul style="list-style-type: none"> In each year, contribute as appropriate to the work of groups involved with updating international statistical standards. 				

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
3.20	Update Statistical Methods	<ul style="list-style-type: none"> Develop a plan to implement improvements to the international accounts recommended in the 4th edition of the OECD Benchmark Definition of Foreign Direct Investment and the 6th edition of the IMF's Balance of Payments and International Investment Position Manual. 	<ul style="list-style-type: none"> Begin to implement improvements to the international accounts. 	<ul style="list-style-type: none"> In each year, continue to implement improvements to the international accounts based on international standards. 		
3.21	Improvements to Coverage of Banks in Surveys of Multinational Company (MNC) Operations	<ul style="list-style-type: none"> Conduct the 2008 annual survey of foreign direct investment in the United States, including coverage of bank activities for the first time. Conduct the 2008 annual survey of U.S. direct investment abroad, including coverage of bank activities. Redesign tables and other statistical outputs to accommodate new information on bank activities. 	<ul style="list-style-type: none"> In each year, collect data on activities of banks on an annual basis (on BEA's benchmark or annual surveys, as appropriate). 			
3.22	Supplemental Classifications for Holding Companies	<ul style="list-style-type: none"> Initiate a study of alternative methods for reclassifying the investments of U.S. multinational companies (MNCs) in foreign holding companies and other indirectly-owned affiliates to their ultimate destinations and industries. 	<ul style="list-style-type: none"> Complete a study of alternative methods for reclassifying the investments of U.S. MNCs in foreign holding companies and other indirectly-owned affiliates to their ultimate destinations and industries. 			
3.23	Cognitive Redesign of Surveys	<ul style="list-style-type: none"> Building on improvements introduced in the quarterly survey of foreign direct investment in the United States, continue to extend survey design improvements to other BEA surveys. 	<ul style="list-style-type: none"> In each year, continue to extend survey design improvements to other BEA surveys. 			
3.24	Interagency Data Sharing Projects	<ul style="list-style-type: none"> Continue to conduct interagency data sharing projects with Census, BLS and others to improve the quantity, quality, and analysis of data on direct investment, trade in services, and other topics related to international trade and investment. 	<ul style="list-style-type: none"> In each year, continue to support and conduct data sharing projects. 			

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
3.25	Improvements to Travel Statistics with Credit Card Data	<ul style="list-style-type: none"> Conduct survey of passengers to determine means of payment used in international travel. If approved, begin conducting credit card surveys. 	<ul style="list-style-type: none"> Develop and implement estimation procedures to incorporate the results of the credit card survey and international passengers survey into the travel statistics in the ITAs. 	<ul style="list-style-type: none"> In each year, utilize credit card data in constructing the travel statistics in the ITAs. 		

REGIONAL ECONOMIC ACCOUNTS

Strategic Objective: CUSTOMERS						
Strategic Goal: Expand External Communications and Outreach Efforts						
4.1	External Communication Enhancements for the Regional Program	In each year: <ul style="list-style-type: none"> Hold user training workshops. Make presentations at regional economic conferences. Pursue partnerships with additional customer groups. 				
4.2	User Handbook and Help Files	<ul style="list-style-type: none"> In each year, continue development of a revised RIMS User Handbook. In each year, update online documents on methodology and help topics. In each year, develop additional FAQs to support data releases as required. 	<ul style="list-style-type: none"> Release revised RIMS User Handbook. Update online documents on methodology and help topics. Develop GDP-by-state and metropolitan-area methodologies consistent with the comprehensive revision. Develop additional FAQs to support data releases as required. 	<ul style="list-style-type: none"> Continue development of GDP-by-state and by-metropolitan-area methodologies consistent with the comprehensive revision. Update online documents on methodology and help topics. Develop additional FAQs to support data releases as required. 		
Strategic Goal: Emphasize Two-Way Communication						
4.3	RIMS Online Systems	<ul style="list-style-type: none"> Monitor customer feedback on the RIMS Web-based ordering and delivery systems, implementing changes as needed. Develop RIMS online training and seek customer feedback. 	Monitor customer feedback on RIMS systems, implementing changes as needed. <ul style="list-style-type: none"> Implement RIMS online training, evaluate effectiveness, and seek customer feedback. 	In each year: <ul style="list-style-type: none"> Monitor customer feedback on RIMS systems, implementing changes as needed. 		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: CUSTOMERS						
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security						
4.4	BEA Regional Fact Sheets (BEARFACTs)	<ul style="list-style-type: none"> Update and release the current computer-generated BEARFACTs to include locational maps, graphics, and tables as well as text to provide customers with useful information on the local economies. 	In each year: <ul style="list-style-type: none"> Monitor feedback from customers and, if possible, incorporate improvements to BEARFACTs. 			
4.5	Mapping and Graphics	In each year: <ul style="list-style-type: none"> Monitor user feedback and technology, modifying mapping and graphics applications as appropriate. Promote the applications through training presentations to users. 				
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
4.6	Manage BEA's Staff	In each year: <ul style="list-style-type: none"> Attract, recruit, and retain a highly qualified, diverse workforce. 				
4.7	Staff Professional Development	In each year: <ul style="list-style-type: none"> Provide staff with opportunities to develop professionally, especially presentational and communication skills. Update or offer basic Regional Economics course if needed. Provide team building training to strengthen existing and/or newly organized teams as needed. Use Regional speaker series and reading group to enhance analyst understanding of role of Regional statistics in larger U.S. economic picture. Seek out and provide training opportunities for staff that will augment understanding of comparable or supporting economic statistics produced by other data providers within or outside of BEA. 				
Strategic Goal: Sustain and Enhance BEA's Internal Communications						
4.8	Mentoring/ Sponsoring	In each year: <ul style="list-style-type: none"> Update New Employee Handbook as needed, provide new employee orientation, and continue participation in BEA sponsorship program by assigning a sponsor to each new employee. Participate in BEA mentoring program. 				
Strategic Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
4.9	Manage BEA's Budget	In each year: <ul style="list-style-type: none"> Ensure the Regional Program meets all budget requirements or constraints. 				

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
4.10	Manage BEA's IT Infrastructure	In each year: <ul style="list-style-type: none"> • Improve the regional pages of the BEA Web site. • Update estimation systems and documentation as needed. • Provide IT training to staff. • Monitor performance of integrated RIMS estimation and Web ordering and delivery system, making changes as needed. 				
4.11	Manage Inter-divisional and Inter-agency Communications	In each year: <ul style="list-style-type: none"> • Participate in Bureau-wide committees. • Participate in interagency meetings with Census, IRS, and BLS. • Prepare Regional Bi-Weekly report to share with BEA Directorates. 				
4.12	Manage for Efficiency Gains	In each year: <ul style="list-style-type: none"> • Assess relevance, timeliness, accuracy, and efficiency of core statistical programs of the Regional Accounts: state and local area personal income and GDP by state and metropolitan area. • If assessment leads to need for new or improved products or processes, restructure resources to accommodate. 				
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
4.13	Annual/ Benchmark State Personal Income (SPI) Including Disposable SPI	<ul style="list-style-type: none"> • Prepare and release annual 2008 SPI with NAICS industries. • Prepare and release benchmark statistics on state personal income for 1969-2008 consistent with NIPA benchmark. 	<ul style="list-style-type: none"> • Prepare and release annual 2009 SPI with NAICS industries. • Complete release of historical statistics for 1929-1968 consistent with benchmarked NIPAs. 	<ul style="list-style-type: none"> • In each year, prepare and release annual SPI statistics for the previous year. 		
4.14	Annual/ Benchmark Gross Domestic Product (GDP) by state	<ul style="list-style-type: none"> • Release annual revision of GDP-by-state statistics for 2005-2007 on a NAICS basis. • Release advance total and sector-level GDP-by-state statistics for 2008. 	<ul style="list-style-type: none"> • Release GDP-by-state benchmark statistics for 1963-97 on a SIC basis and for 1997-2008 on a NAICS basis. • Release advance total and sector-level GDP-by-state statistics for 2009. 	In each year: <ul style="list-style-type: none"> • Release annual revision of GDP-by-state statistics on a NAICS basis for three consecutive years, beginning with the year four years prior to the current year and ending with the year two years prior to the current year. • Release advance total and sector-level GDP-by-state statistics for the previous year. 		
4.15	Quarterly SPI	<ul style="list-style-type: none"> • Prepare and release quarterly state personal income (SPI) statistics with NAICS industries. • Prepare and begin to release benchmark quarterly SPI statistics consistent with statistics from the 2009 comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release quarterly SPI with NAICS industries. • Continue release of historical statistics consistent with benchmarked NIPAs for all quarters, from 1948 forward. 	<ul style="list-style-type: none"> • In each year, prepare and release quarterly SPI statistics. 		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update and Improve Priority Statistics						
4.16	Annual Local Area Personal Income (LAPI)	<ul style="list-style-type: none"> Prepare and release annual 2007 local area personal income (LAPI) statistics with NAICS subsector industries and new area definitions. 	<ul style="list-style-type: none"> Prepare and release annual 2008 LAPI statistics with NAICS sector industries and new area definitions. Prepare and release benchmark LAPI statistics consistent with benchmarked state personal income and with statistics from the 2009 comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> In each year, prepare and release annual LAPI statistics for two years prior with NAICS sector industries and new area definitions. 		
4.17	Advance Metropolitan Area Personal Income (MAPI)	<ul style="list-style-type: none"> Prepare and release annual advance metropolitan area personal income (MAPI) statistics for NAICS sector industries 8 months after the end of the previous year. Expand data release to include earnings by sector. 	<ul style="list-style-type: none"> In each year, prepare and release advance annual MAPI for NAICS sector industries 8 months after the end of the previous year. 			
4.18	Regional Input-Output Multipliers	<ul style="list-style-type: none"> Begin incorporating 2002 national benchmark I-O table and local area data. 	<ul style="list-style-type: none"> Complete incorporation of 2002 national benchmark I-O table and local area data. Incorporate 2008 national annual I-O table and local area data. 	<ul style="list-style-type: none"> In each year, incorporate the national annual I-O table and local area data for two years prior. 		
4.19	Implementation of NAICS for GDP by state	<ul style="list-style-type: none"> If resources permit and disclosure-edit procedures can be worked out with Census, extract relevant 1992 economic census source data, re-coded on a NAICS basis, from the Census CES and begin incorporating into GDP-by-state statistics 	<ul style="list-style-type: none"> If feasible, release NAICS-based GDP-by-state statistics back to 1992. 			
4.20	Annual/Benchmark Gross Domestic Product (GDP) by metropolitan area	<ul style="list-style-type: none"> Release GDP-by-metropolitan-area statistics on a NAICS basis for 2007 and revised statistics for 2005-2006. 	<ul style="list-style-type: none"> Begin implementing definitional, statistical, and methodological improvements to the estimates of GDP by metropolitan area to be consistent with the 2009 comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> Release GDP-by-metropolitan-area benchmark statistics for 2001-2008 on a NAICS basis. Release GDP-by-metropolitan-area statistics for 2009 and revised 2007-2008 statistics on a NAICS basis. 	<ul style="list-style-type: none"> Release GDP-by-metropolitan-area statistics for 2010 and revised 2008-2009 statistics on a NAICS basis. 	<ul style="list-style-type: none"> Release GDP-by-metropolitan-area statistics for 2011 and revised 2009-2010 statistics on a NAICS basis.

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
4.21	Accelerated Release of County-Level Personal Income and Components	<ul style="list-style-type: none"> Research the feasibility of accelerating the release of county income statistics. Review the reliability of unpublished county-level estimates developed for the advance metropolitan area personal income statistics. 	<ul style="list-style-type: none"> Research the feasibility of accelerating the release of county income statistics. Evaluate and review the procedures to speed up the processing of the full detail of county-level estimates. If research indicates it is feasible, begin implementing the processes, targeting FY 2011 for completion of the acceleration of the release of county-level personal income. 	<ul style="list-style-type: none"> In each year, assuming source data continue to be timely and available, release county-level income statistics on an accelerated schedule. 		
4.22	Accelerated Release of GDP by Metropolitan Area	<ul style="list-style-type: none"> Research the feasibility of accelerating the release of GDP-by-metropolitan-area statistics based on availability of source data. If research demonstrates feasibility, release accelerated 2008 GDP-by-metropolitan-area statistics. 	<ul style="list-style-type: none"> In each year, assuming source data continue to be timely and available, release accelerated GDP-by-metropolitan-area statistics. 			
4.23	Enhancements to RIMS Multipliers	<ul style="list-style-type: none"> Evaluate alternative methods of regionalizing the national direct requirements matrix, a key step in creating RIMS multipliers. 	<ul style="list-style-type: none"> Evaluate the feasibility of incorporating alternative regionalization methods into RIMS. 	<ul style="list-style-type: none"> If evaluation is positive, incorporate improved regionalization methods into RIMS. 		
4.24	Improved Consistency of BEA's Economic Accounts	<ul style="list-style-type: none"> Research feasibility of preparing prototype estimates of gross output by state and industry. 	<ul style="list-style-type: none"> If research demonstrates feasibility, prepare and release prototype estimates of gross output by state and industry. 	<ul style="list-style-type: none"> If research shows that it is feasible, incorporate estimates of gross output by state and industry as a permanent part of the regional accounts. 		
4.25	New Source Data for GDP by state and Personal Income Estimates	<ul style="list-style-type: none"> In each year, research and, as appropriate, incorporate new source data to improve the accuracy of personal income estimates. In each year, research and, as appropriate, incorporate new source data to improve accuracy of the advance GDP-by-state estimates. 				
4.26	Improved GDP-by-State Methodology/Estimations from the Product Side	<ul style="list-style-type: none"> Conduct research on methods of preparing estimates of state final expenditures for benchmark I-O years. Identify and acquire data necessary for preparing estimates of PCE by state. 	<ul style="list-style-type: none"> Prepare experimental estimates of final expenditures by state for 1997 and 2002. Evaluate these final expenditures estimates revising methodology and data as necessary. 	<ul style="list-style-type: none"> Prepare report describing proposed methodology. Revise methodology and final expenditures by state estimates as required. 	<ul style="list-style-type: none"> If evaluation is positive, release experimental estimates of final expenditures by state. 	<ul style="list-style-type: none"> Begin estimation of 2007 final expenditures by state.

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
4.27	Improved Regional Income and Product Estimates	<ul style="list-style-type: none"> Begin implementing definitional, statistical, and methodological improvements to the regional estimates to be consistent with the comprehensive revision of the NIPAs 	<ul style="list-style-type: none"> Complete the implementation of definitional, statistical, and methodological improvements to the regional estimates to be consistent with the comprehensive revision of the NIPAs 	<ul style="list-style-type: none"> In each year, implement definitional, statistical, and methodological improvements to the regional estimates from the flexible annual revisions of the NIPAs. 		
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
4.28	Disposable Metropolitan Area Personal Income (MAPI)	<ul style="list-style-type: none"> If source data are timely and available, prepare and release disposable metropolitan area personal income (MAPI) estimates for 2005-2006 on the same schedule as local area personal income. 	<ul style="list-style-type: none"> Review and report on the quality of disposable MAPI estimates. 	<ul style="list-style-type: none"> If review shows that standards of timeliness and quality can be consistently met, make the estimation of disposable MAPI a permanent part of the regional accounts. 		
4.29	Alternative Measures of Income by State	<ul style="list-style-type: none"> If source data and staff resources are available, continue to prepare and release alternative measures of income and pension receipts by state. 	<ul style="list-style-type: none"> Assuming continued feasibility, continue to prepare and release alternative measures of income and pension receipts by state. Develop methods to estimate alternative measures of income and pension receipts by state when data are not yet available. 	<ul style="list-style-type: none"> Review and report on the quality of the statistics on alternative measures of income and pension receipts by state. 	<ul style="list-style-type: none"> If review shows that standards of timeliness and quality can be consistently met, make the estimation of alternative measures of income and pension receipts by state a permanent part of the regional accounts. 	
4.30	Personal Income Estimates for Alternate Geographical or Political Areas	<ul style="list-style-type: none"> Research the feasibility of developing personal income estimates for alternate geographical or political areas. Investigate the availability of timely microdata that can be tabulated to support estimates of personal income in alternate areas. 	<ul style="list-style-type: none"> Continue researching the feasibility of developing personal income estimates for alternate areas. Research modeling techniques to distribute county personal income estimates to alternate areas based on available and timely microdata. 	<ul style="list-style-type: none"> If research demonstrates feasibility, produce summary prototype estimates of personal income for alternate geographical or political areas. 	<ul style="list-style-type: none"> Assuming continued feasibility, continue to produce summary prototype estimates of personal income for alternate geographical or political areas. Pursue research into developing industry detail for compensation and earnings in alternate areas. 	<ul style="list-style-type: none"> Assuming continued feasibility, continue to produce summary prototype estimates of personal income for alternate geographical or political areas. Continue research into developing industry detail for compensation and earnings in alternate areas.
4.31	Substate Gross Product	<p>In each year:</p> <ul style="list-style-type: none"> Research data sources and estimation methods to reduce data suppressions in substate GDP statistics. Evaluate feasibility of expanding substate gross product to include other geographies. If research shows it is feasible, release these geographic detail. 				

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
4.32	Revised BEA Economic Areas	<ul style="list-style-type: none"> Undertake research to revise the BEA economic areas based on the ACS and/or LEHD commuting data. 	<ul style="list-style-type: none"> Continue research to revise the BEA economic areas based on the ACS and/or LEHD commuting data. 	<ul style="list-style-type: none"> Continue and complete research to revise the BEA economic areas based on the ACS and/or LEHD commuting data. 	<ul style="list-style-type: none"> If research demonstrates feasibility, revise BEA economic areas with ACS commuting patterns data. 	<ul style="list-style-type: none"> If research demonstrates feasibility, release revised BEA economic areas with ACS commuting patterns data.
4.33	Regional Estimation of Research & Development Investment	<ul style="list-style-type: none"> Conduct research to develop a methodology for preparing current dollar estimates of regional R&D investment. Conduct research to develop a methodology for preparing chained dollar estimates of regional R&D investment. 	<ul style="list-style-type: none"> Draft report describing methodology and data sources for current and chained-dollar estimates of R&D investment. 	<ul style="list-style-type: none"> Revise methodology as required. Construct experimental estimates. 	<ul style="list-style-type: none"> Revise methodology as required. Begin the process of incorporating R&D estimates into GDP by state and metro estimation systems. 	<ul style="list-style-type: none"> Complete the process of incorporating R&D estimates into GDP by state and metro estimation systems.
4.34	State-level State and Local Government Revenue and Expenditure Accounts	<ul style="list-style-type: none"> Develop methodology for preparing state-level estimates of state and local government revenues and expenditures. Construct experimental estimates. 	<ul style="list-style-type: none"> Evaluate experimental estimates. Revise methodology and data as necessary. If evaluation is positive, release the experimental estimates. 	<ul style="list-style-type: none"> If evaluation is positive, make the estimation of state-level state and local government revenue and expenditures a permanent part of the regional accounts. 		
4.35	New Estimates of Regional Price Parities	<ul style="list-style-type: none"> Complete prototype 2007 estimates of regional price parities and preliminary 2008 statistics. Prepare prototype estimates of 2007 personal income and GDP by state and metropolitan areas to reflect regional prices. 	<ul style="list-style-type: none"> Complete 2008 estimates of regional price parities and preliminary 2009 statistics. Prepare prototype estimates of 2008 personal income and GDP by state and metropolitan areas to reflect regional prices. 	<ul style="list-style-type: none"> Complete 2009 estimates of regional price parities and preliminary 2010 statistics. Prepare prototype estimates of 2009 personal income and GDP by state and metropolitan areas to reflect regional prices. 		
4.36	County-level Estimates of Regional Price Parities	<ul style="list-style-type: none"> Prepare prototype estimates of county-level regional price parities Prepare prototype estimates of local-area personal income that reflect regional prices. 	<ul style="list-style-type: none"> Continue research on improving county-level estimation of regional price parities. Prepare preliminary estimates of 2008 county-level price parities. 	<ul style="list-style-type: none"> Update state and metro level statistics based on 2010 Census. Dependent on funding, prepare preliminary estimates of 2009 county-level price parities 		

OFFICES OF THE CHIEF ECONOMIST AND CHIEF STATISTICIAN

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
5.1	Program Support	<ul style="list-style-type: none"> Expand data sharing opportunities with the Census Bureau and BLS. Work with the Internal Revenue Service on implementing new regulations. 				
5.2	Maintenance and Improvement of Source Data	<ul style="list-style-type: none"> Work with Census Bureau to improve Manufacturers' Shipments, Inventories, and Orders (M3); Annual Survey of Manufacturers (ASM); and the Business Expenditures Survey (BEA). 				
5.3		<ul style="list-style-type: none"> Expand SAS for expenses and work with Census to maintain the overall industry detail. 				
5.4		<ul style="list-style-type: none"> Work with Census to establish delivery and processing schedule for 2007 Economic Census. 				
5.5		<ul style="list-style-type: none"> Review NAICS for future changes. 				
5.6		<ul style="list-style-type: none"> Continue development of NAPCS. 				
5.7		<ul style="list-style-type: none"> Work with Census on the expansion of QSS. 				
5.8	Maintaining Quality of Estimates	<ul style="list-style-type: none"> Maintain information under the IQG and address any concerns. 				
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
5.9	External Sessions	<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). 				
5.10	Research	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff. 				
5.11	Conduct Research for Innovation Satellite Accounts Note: Publication of the innovation account is contingent on budget-imitative funding.	<ul style="list-style-type: none"> Publish joint GDP/ Productivity accounts with BLS. Present framework for supplemental innovation accounts for the United States. Continue research on price indexes and other assumptions underlying the R&D satellite account. 	<ul style="list-style-type: none"> Publish prototype estimates of economy-wide business innovation output. Continue research on price indexes and other assumptions underlying the R&D satellite account. 	<ul style="list-style-type: none"> Publish the prototype estimates of innovation output by major sector. Continue research on price indexes and other assumptions underlying the R&D satellite account. 	<ul style="list-style-type: none"> Publish a supplemental innovation account. 	<ul style="list-style-type: none"> Update the supplemental innovation account.
5.12	Conduct Research for Health Satellite Account	<ul style="list-style-type: none"> Develop detailed proposal for Health Satellite Account. 	<ul style="list-style-type: none"> If proposal is accepted, publish preliminary Health Satellite Account in the <i>Survey of Current Business</i>. Publish reconciliation of spending estimates from the National Economic Accounts and the National Health Expenditures Account, published by the Centers for Medicare and Medicaid services. 	<ul style="list-style-type: none"> Publish a supplemental health account 	<ul style="list-style-type: none"> Update supplemental health account 	<ul style="list-style-type: none"> Update supplemental health account
5.13	Establish Relationships with the Research Community	<ul style="list-style-type: none"> Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas. 				

**MANAGEMENT SUPPORT:
ADMINISTRATIVE AND COMMUNICATIONS SERVICES**

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: CUSTOMERS						
Strategic Goal: Expand External Communications and Outreach Efforts						
6.1	Public Web Site	<ul style="list-style-type: none"> In each year, implement improvements identified in the previous year's Web site customer satisfaction survey, with input from BEA program areas. 				
6.2		<ul style="list-style-type: none"> Expand Newsroom page on BEA Web site Develop framework and post online a new Congressional page on the BEA Web site. 	<ul style="list-style-type: none"> In each year, conduct ongoing content updates for BEA Web site. 			
6.3	Survey of Current Business	<ul style="list-style-type: none"> In each year, provide design expertise for all charts, graphics and ads printed in the <i>Survey of Current Business</i>. 				
6.4		<ul style="list-style-type: none"> In each year, manage the production of the <i>Survey of Current Business</i>. 				
6.5	Publication and Graphic Design Activities	<ul style="list-style-type: none"> In each year, manage production and desktop publishing of all tables, charts, and graphics for agency print and online publications. 				
6.6	Customer Satisfaction Surveys	<ul style="list-style-type: none"> In each year, evaluate results of the previous year's Customer Satisfaction Survey and develop action plan in response. In each year, conduct Customer Satisfaction Survey with input from program areas and Web Steering Committee. 				
6.7	Expanded Media and Outreach Activities	<ul style="list-style-type: none"> In each year, manage and enhance nationwide media coverage for BEA products and services through targeted advisories and briefings. 				
6.8		<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, organize media, local Congressional and academic institution briefings. 				
6.9	Agency Communications Plan	<ul style="list-style-type: none"> In each year, collaborate with program areas to validate, update, and maintain an agency-wide communications plan. 				
Strategic Objective: EMPLOYEES						
Strategic Goal: Sustain and Enhance BEA's Internal Communications						
6.10	Internal Communications	<ul style="list-style-type: none"> In each year, maintain and enhance the BEA Intranet. 				
6.11		<ul style="list-style-type: none"> In each year, manage the writing, editing, design, and production of the in-house daily News Clips and the quarterly BEA Details. 				
6.12	Meetings	<ul style="list-style-type: none"> In each year, manage Bureau-wide meetings and events, including the Children's Art Contest, "BEA in the News" Brown Bags, Academic Sessions, teleconferences, and special roll-outs and kickoffs. 				
Strategic Goal: Assess and Improve BEA's Organizational Climate						
6.13	Organizational Assessment	<ul style="list-style-type: none"> Present and review results of 2008 Organizational Assessment Survey (OAS). Complete action planning process to address the results of the OAS. 	<ul style="list-style-type: none"> Implement Action Plan. 	<ul style="list-style-type: none"> Conduct FY2011 OAS. 	<ul style="list-style-type: none"> Present and review results of 2011 OAS. Complete action planning process. 	<ul style="list-style-type: none"> Implement Action Plan.
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
6.14	Workforce Development	<ul style="list-style-type: none"> In each year of plan, evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved. In each year of plan, implement improvements to the knowledge management, leadership, and workforce development programs based upon previous evaluation. 				
6.15	Workforce Management	<ul style="list-style-type: none"> In each year of plan, evaluate the effectiveness of recruitment, retention, succession, and pay-for-performance programs and identify processes to be improved. In each year of plan, implement current year requirements and improvements to the recruitment, retention, succession, and pay-for-performance programs based on previous evaluation. 				

**MANAGEMENT SUPPORT:
ADMINISTRATIVE AND COMMUNICATIONS SERVICES**

Milestone	Programs	2009	2010	2011	2012	2013
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Strategic Objective: EMPLOYEES

Strategic Goal: Sustain and Enhance Workforce Safety and Security

6.16	Security Programs	<ul style="list-style-type: none"> In each year of plan, evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets, and identify processes to be improved. In each year of plan, implement current year requirements and improvements to the security program based upon previous evaluations. 				
6.17	Safety, Health, and Worklife Balance Programs	<ul style="list-style-type: none"> In each year of plan, evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved. In each year of plan, implement improvements to safety, health, and worklife balance programs based upon previous evaluations. 				

Strategic Objective: MANAGEMENT

Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency

6.18	Continuity of Operations Plan (COOP)	<ul style="list-style-type: none"> In each year, evaluate COOP. In each year, implement improvements to COOP based on evaluation. In each year, test effectiveness of COOP. In each year, provide training to employees on COOP. 				
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Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning

6.19	Advisory Committee Management	<ul style="list-style-type: none"> In each year, conduct BEA advisory committee meetings. In each year, review procedures and processes and identify improvements to process. In each year, implement improvements identified in previous year's review. In each year, review appointment terms. In alternating years beginning with 2009, renew committee charter. 				
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Strategic Goal: Sustain and Enhance the Management of BEA's Resources

6.20	Financial Management	<ul style="list-style-type: none"> In each year of the plan, prepare and evaluate the effectiveness of budget execution/formulation and external/internal reporting programs. In each year of the plan, implement improvements identified for the budget execution/formulation and external/internal reporting programs. 				
6.21	Acquisition Management	<ul style="list-style-type: none"> In each year of the plan, evaluate the effectiveness of acquisition programs. In each year of the plan, implement improvements identified for acquisition programs. In each year, complete that year's milestones identified in GSA 5-year plan for lease/space options; track progress; and evaluate and update plan. 				

INFORMATION TECHNOLOGY

Strategic Objective: CUSTOMERS

Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security

7.1	International Accounts	<ul style="list-style-type: none"> In each year of plan, continue to enhance electronic survey data collection to reduce respondent burden and make data collection more efficient. 				
7.2	Regional Accounts	<ul style="list-style-type: none"> In each year, support and enhance the Regional Input-Output Multiplier web-based ordering/ delivery system. 				
7.3		<ul style="list-style-type: none"> In each year, support and enhance the Regional web-based data dissemination applications, including interactive mapping. 				

INFORMATION TECHNOLOGY

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: CUSTOMERS						
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security						
7.4	Web Applications	<ul style="list-style-type: none"> Develop a plan to implement recommendations from usability study to identify potential opportunities to improve customer access to BEA data. 	<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	Web Applications	<ul style="list-style-type: none"> In each year, support and upgrade interactive data dissemination web applications as appropriate. 				
7.6	Internet Support	<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						
7.7	IT Training	<ul style="list-style-type: none"> In each year, effectively provide necessary IT Training to Bureau staff. 				
7.8	Commercial Off-The-Shelf (COTS) Software	<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						
7.9	Intranet Support	<ul style="list-style-type: none"> In each year, support BEA intranet home page, as needed. Maintain OCIO home page and content as needed. 				
7.10	E-Mail System	<ul style="list-style-type: none"> Upgrade to Exchange 2007 and replace Exchange server hardware. 	<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. 	<ul style="list-style-type: none"> If approved, procure and implement new messaging software.
Strategic Goal: Assess and Improve BEA's Organizational Climate						
7.11	HelpDesk	<ul style="list-style-type: none"> In each year, evaluate HelpDesk tracking system for possible upgrade or replacement. 				
7.12		<ul style="list-style-type: none"> Complete OCIO customer satisfaction survey. Fully implement consumable supply system. 	<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.
7.13	Mobile Technology	<ul style="list-style-type: none"> Continue to support and enhance mobile technology. 	<ul style="list-style-type: none"> Investigate possible enhancements to mobile technology. 	<ul style="list-style-type: none"> If approved, procure and implement upgrade or replacement to mobile technology. 	<ul style="list-style-type: none"> Investigate possible enhancements to mobile technology. 	<ul style="list-style-type: none"> If approved, procure and implement upgrade or replacement to mobile technology.
7.14	Voice Systems	<ul style="list-style-type: none"> Evaluate/Investigate potential upgrades to voice mail and phone systems. 	<ul style="list-style-type: none"> If useful upgrades to voice mail system are identified, implement them. 	<ul style="list-style-type: none"> Evaluate/Investigate potential upgrades to voice mail system. 	<ul style="list-style-type: none"> If useful upgrades to voice mail system are identified, implement them. 	<ul style="list-style-type: none"> Evaluate/Investigate potential upgrades to voice mail system.
Strategic Objective: MANAGEMENT						
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency						
7.15	Disaster Recovery Systems	<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. 				

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Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: MANAGEMENT						
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency						
7.16	LAN backup system	<ul style="list-style-type: none"> Replace tape library backup system if budgeted. Investigate replacement of current backup software. 	<ul style="list-style-type: none"> Investigate enhancements to, or replacement of, the backup system. 	<ul style="list-style-type: none"> If approved, procure and implement upgrade or replacement to backup system. 	<ul style="list-style-type: none"> Investigate enhancement or replacement to the backup system. 	<ul style="list-style-type: none"> If approved, procure and implement upgrade or replacement to backup system.
7.17		<ul style="list-style-type: none"> Implement new generation of firewalls. Investigate enhancements to authentication and identification systems and recommend alternatives as needed. 	<ul style="list-style-type: none"> Maintain authentication and identification systems and strengthen as appropriate. 	<ul style="list-style-type: none"> Maintain authentication and identification systems and strengthen as appropriate. 	<ul style="list-style-type: none"> Maintain authentication and identification systems and strengthen as appropriate. 	<ul style="list-style-type: none"> If accepted, implement the upgrades to perimeter firewalls and security systems.
7.18	Perimeter Security/Firewall System	<ul style="list-style-type: none"> In each year, implement federal mandates such as the OMB-mandated Trusted Internet Connections to reduce the number of internet connections and implement filtering. 				
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives.						
7.19	IT Planning & Architecture	<ul style="list-style-type: none"> In each year of plan, update information technology planning and architecture documents. Complete self-assessments to identify opportunities to update and enhance planning processes. 				
7.20	DOC CIO	<ul style="list-style-type: none"> In each year of plan, liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the budget submission. Represent BEA on Commerce IT Review Board, Enterprise Architecture Advisory Group, and other departmental initiatives. 				
7.21	IT Security	<ul style="list-style-type: none"> In each year of plan 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. 				
7.22		<ul style="list-style-type: none"> Review and update Risk Assessment, System Security Plan, Contingency Plan and security policies. 	<ul style="list-style-type: none"> Certify and Accredite BEA systems. 	<ul style="list-style-type: none"> In each year, review and update Risk Assessment, System Security Plan, Contingency Plan and security policies. 	<ul style="list-style-type: none"> Certify and Accredite BEA systems. 	
7.23		<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. 				
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security.						
7.24	Data Storage	<ul style="list-style-type: none"> Research possible upgrades to Bureau data storage infrastructure based on evaluation of available technologies and project BEA storage requirements. 	<ul style="list-style-type: none"> If approved, implement upgrades to the storage area network (SAN). 	<ul style="list-style-type: none"> Research possible upgrades to SAN. Expand LAN space allocations based on current need. 	<ul style="list-style-type: none"> If approved, implement SAN upgrades. 	<ul style="list-style-type: none"> Research possible upgrades to SAN. Expand LAN space allocations based on current need.
7.25	Network Bandwidth	<ul style="list-style-type: none"> Evaluate and report on internal and external data throughput (available 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. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth.
7.26	Network Servers	<ul style="list-style-type: none"> In each year, investigate and, as appropriate, enhance Internet Protocol Version 6 (IPv6) implementation. 				
7.27		<ul style="list-style-type: none"> Implement file system encryption. Continue to review security controls on network servers and upgrade as appropriate. 	<ul style="list-style-type: none"> In each year, continue to review security controls on network servers and upgrade as appropriate. 			
7.28	Remote Access	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade. 	<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. 	<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.

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Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: MANAGEMENT						
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security.						
7.29	Technology Refresh	<ul style="list-style-type: none"> Replace computer room uninterruptible power supply (UPS) systems. 	<ul style="list-style-type: none"> In each year, maintain UPS systems and upgrade as appropriate. 			
7.30		<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	<ul style="list-style-type: none"> Evaluate and upgrade virus protection, spam and content filtering, and related software as needed. 				
Strategic Objective: STATISTICS						
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.32	International Accounts	<ul style="list-style-type: none"> Work with staff from the International Economics Directorate to create a prototype system to improve estimates of international transactions by introducing efficiencies and improvements in estimate production through a high-performance database design. (See also milestone 3.11). Support enhancements to estimate development. 	<ul style="list-style-type: none"> In each year, continue modernization of International systems. 			
7.33	National Accounts	<ul style="list-style-type: none"> Work with staff from the International Economics Directorate to maintain and improve the IT systems for the international accounts and related survey processing systems. (See also milestone 3.11). 				
7.34		<ul style="list-style-type: none"> Implement file system encryption to better protect company confidential data. 	<ul style="list-style-type: none"> In each year, continue to review controls over company confidential data and enhance as needed. 			

INFORMATION TECHNOLOGY

Milestone	Programs	2009	2010	2011	2012	2013
Strategic Objective: STATISTICS						
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.35	National Accounts	<ul style="list-style-type: none"> Support NEA's completion of the 2009 Benchmark/ Comprehensive Revision using the new high-performance STATS-II processing system (see milestone 1.5). Upgrade the STATS-II system to accommodate NEA's processing of current estimates and flexible annual revisions (see milestone 1.5). Develop new tools to streamline storage and manipulation of structured metadata. Incorporate income statistics into the system as structures become available. 	<ul style="list-style-type: none"> In each year, continue to support and enhance STATS-II as needed. 			
7.36		<ul style="list-style-type: none"> Enhance security architecture to isolate and better protect market sensitive data. 	<ul style="list-style-type: none"> In each year continue to review security architecture and enhance as appropriate. 			
7.37		<ul style="list-style-type: none"> In each year, continue to support conversion to the FAME time series management tool. 				
7.38		<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. 				
7.39	Industry Accounts	<ul style="list-style-type: none"> Investigate improvements in database design and system execution to support possible methodological enhancements to and the continued integration of the Input-Output accounts. 	<ul style="list-style-type: none"> In each year, continue to develop, implement and support an integrated Industry accounts system. 			
7.40		<ul style="list-style-type: none"> In each year, support Benchmark I-O, Annual I-O, and GDP-by-Industry systems until replaced/modernized. 				
Strategic Goal: Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data						
7.41	Database	<ul style="list-style-type: none"> Complete second phase of SQL Server 2005 upgrade. Maintain & update database structure and platform standards and principles; apply to application re-engineering efforts as appropriate. 	<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. 			