



Bureau of Economic Analysis Strategic Plan 2010-2014

BEA's Strategic Plan

2010–2014

Mission, Vision, and Values

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.

To fulfill this mission, BEA must provide a system of relevant economic statistics that simplifies the complexity of the economy, clarifies its ambiguity, and brings structure to its inherent disorder. What's more, BEA must provide this accounting system accurately and on time, as BEA's statistics inform the economic decisions and analyses that affect us all. In fulfilling its mission, BEA is driven by its vision and supported by its values:

BEA's Vision

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

BEA's 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.

The Importance of BEA's Statistics

As an agency of the U.S. Department of Commerce, BEA's mission contributes directly to the mission of the Department and is specifically derived from its 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.

Strategic Goal 1:

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

Objective 1.3:

To enhance the supply of key economic and demographic data that support effective decision-making by policymakers, businesses, and the American public.

For more on the Department's goals and objectives, see the Department of Commerce Strategic Plan for FY 2007-2012 at www.doc.gov.

Objective 1.3 is important to the Nation's well-being because the statistical programs and services the Department provides are widely used by policymakers, business leaders, and the U.S. public. As a primary source for measures of macroeconomic activity, the Department provides the Nation with a picture of its economic health. The data produced by BEA include some of the Nation's most important and closely-watched economic statistics, such as the GDP, the broadest measure of economic activity. The GDP, regional, industry, and international accounts data are critical inputs to monetary, fiscal, trade, and regulatory policies; they have a significant influence on government spending and taxing decisions, on the allocation of Federal funds to states, and on private sector business planning of all types. And because they influence interest rates and financial markets, they also affect every American who runs a business, saves for retirement, or borrows to buy a home.

The Challenges Confronting BEA

Given the importance of BEA's statistics, BEA must fulfill its mission regardless of the challenges it may confront. Some of these challenges are constants over time, and others arise as the economy changes, but BEA's strategic planning process allows it to identify and mitigate them all. The challenges now confronting BEA include:

- **A constantly changing economy.** The U.S. economy is in constant flux. This is more evident now than ever before, as the unprecedented and rapid changes in the economy associated with the recent housing and financial crises and the associated recession and government interventions have made comprehensive measures of the economy much more difficult to achieve. To meet this challenge, BEA must understand the structural changes that occur in the U.S. and global economies and must improve the source data and statistical methods used to measure those changes.
- **Integrating Federal economic accounts.** Data users have long demanded greater consistency among the various economic accounts provided by the decentralized U.S. statistical system, and that demand has only grown stronger as the economy has become more complex. Better integration will provide users with more accurate and consistent data within BEA's national, international, regional, and industry accounts as well as among BEA's accounts and the productivity and balance sheet data jointly produced by BEA, BLS, and the Federal Reserve Board with the support of the Census Bureau and other agencies. To meet this challenge, federal statistical agencies must continue to work together to harmonize definitions, methodologies, and analytical techniques.
- **Maintaining the relevance of economic accounts.** The most pressing public policy issues today call for new and expanded statistics that extend the GDP and related accounts beyond their long-established boundaries to address national priorities such as health care and innovation. At the same time, more detail is required within the conventional boundaries of the accounts in areas such as consumer and small business spending and debt that have significant impacts on U.S. economic growth. With investments in personnel, data, and information technology, BEA can produce new and expanded GDP-related statistics that provide information on these issues without affecting the critical, core GDP statistics.
- **Efficiently exploiting information technology.** The urgency associated with recent events underscores the importance of a highly flexible, adaptive IT system that allows a rapid response to changing economic conditions. To develop—and institutionalize—such a system, the Bureau must expand and integrate its investments in information technology to improve efficiency and customer access, to raise staff productivity, and to reduce the burden on survey respondents.
- **Maintaining and expanding the expertise and satisfaction of its workforce.** The quality of BEA statistics is dependent on the knowledge and skill of its staff. As the complexity of the economy increases, so does the need for BEA staff to be at the leading edge of economic change and innovative measurement solutions. To retain and develop a skilled and satisfied work force, BEA must intensify its recruitment, hiring, retention, and training programs.

BEA's Strategic Plan for 2010–2014: Objectives and Goals

BEA engages in an annual strategic planning process to identify its challenges and develop strategies to surmount them and fulfill its mission. Prior to 2009, the strategic plan consisted of four general strategic objectives that guided the planning of detailed activities (called milestones). In 2009, BEA introduced several specific goals as sub-categories of these objectives to bring a more effective focus to the planning process.

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 2010-2014 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, such as the release of additional methodologies, including additional chapters of the NIPA Concepts and Methods Handbook, two-way dialogues with users about the future directions of the Input-Output Accounts, and online user training for the Regional Input-Output Multiplier System (RIMS).

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 development of online training modules for National Accounts staff, the development of training on BEA products for IT staff, 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. BEA's leaders guide and support all of BEA's efforts: They must provide the advance research for improving the accounts and they must keep pace with technological or other advances to improve efficiency. The strategic goals related to this objective are designed to upgrade resource management through the coordinated use of technological and other resources to improve accuracy, efficiency, and flexibility.

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

- Ensure 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 and support the continued improvement of BEA's statistics, such as the continuous focus on IT reliability and security, the implementation of flexible annual revisions, the application of the high-performance STATS-II processing system to additional statistics, and the continued modernization of BEA's processing systems to build 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: Our statistics will reflect changes in the economy only if we work continuously to make them do so. 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, and to ensure they are 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 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 critical statistics such as GDP, regional personal income, GDP by state and by metropolitan area, and GDP by industry statistics;
- The development of new statistics such as quarterly GDP by industry statistics, state personal consumption expenditures, and industry-level production accounts;

- The acceleration of county-level personal income statistics;
- Continued work on satellite accounts for research and development and health care;
- New budget-related research initiatives to restore county-level statistics previously discontinued in response to resource constraints (for more information, see below);
- A new budget-related research initiative to improve critical service sector statistics (for more information, see below).

Budget Initiatives: “Budget initiatives”—new activities which require additional and specifically-designated funding—are critical for BEA’s future success, as they allow BEA to engage in advance exploration of alternative or remodeled accounts necessary to reflect the changing economy. These initiatives have been designed to meet the needs of data users for new or alternative measures of the economy as it changes. For instance, the 2010-2014 strategic objectives and goals, as detailed in the following table, reflect budget initiatives for:

- 1. Critical Service Sector Improvements:** The economy, in particular the service sector (which includes finance, insurance, and real estate), is in a significant state of flux, and this is not likely to end in the immediate future. The once-tolerable gaps in data and stability are no longer tolerable without significant risk to the nation’s economic indicators. Thus, BEA proposes to develop new estimation models and to incorporate those models and new source data into current computations. These improvements to BEA’s estimation and source data will provide an enhanced ability to quickly and consistently respond and adapt to the current and future changes in the economy.
- 2. Restoring and Enhancing County-Level Statistics:** As a result of years of prioritization of GDP and statutorily-mandated statistics, programs producing regional data had been diminished. Further compounding this problem, BEA’s FY 2008 funding level was insufficient to make investments necessary to keep some of these statistics accurate and reliable. The impact to the county-level income program was the elimination of North American Industry Classification System (NAICS) subsector industry detail in published statistics beginning in 2008. However, this detail—used by policy makers, government officials, businesses and researchers to make informed policy decisions and conduct regional economic analysis—has become critical during the current economic crisis. Through this initiative, BEA will restore industry detail to the county-level statistics as part of a comprehensive program to improve the reliability and accuracy of local-area economic statistics. But simply restoring the eliminated industry-level detail is insufficient to meet the current demands. Instead, a comprehensive county-level program is required. Specifically, BEA will restore the NAICS subsector detail in county-level statistics; accelerate the release of county-level personal income statistics; expand the GDP by metropolitan area statistics to produce GDP by county statistics; and develop inflation-adjusted state and county estimates.

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 both long-term and budget-related performance measures.

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 the detailed milestones related to each initiative. The budget initiative performance measures reflected in BEA's strategic plan for 2010–2014 are:

1. Critical Service Sector Improvements
2. Restoring and Enhancing County-Level Statistics

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
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"> Develop additional FAQs for the BEA Web site, including FAQs on personal consumption expenditures (PCE) to reflect the new PCE classification. Prepare a <i>Survey</i> article on corporate rates of return. 	<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. 	<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 fixed investment. Develop a new consumer spending page for the BEA Web site. Update FAQs on PCE to reflect the new classification. If approved, release updated government transactions methodology paper. 	<ul style="list-style-type: none"> Develop and release additional chapters of the NIPA concepts and methods handbook, including change in private inventories, foreign trade, and government consumption and investment. If approved, release updated methodology paper for fixed assets. 	<ul style="list-style-type: none"> Develop additional chapters of the NIPA concepts and methods handbook, including income components. 	<ul style="list-style-type: none"> Develop additional chapters of the NIPA concepts and methods handbook, including income components. 	<ul style="list-style-type: none"> Develop and release additional documentation.
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. 				
1.4	Territorial GDP	<ul style="list-style-type: none"> Prepare preliminary nominal and real GDP estimates for 4 U.S. territories. 	<ul style="list-style-type: none"> Additional work to improve the estimates of GDP for the 4 U.S. territories, as recommended by Department of the Interior (DOI). Prepare a <i>Survey</i> article on the territorial GDP estimates. 	<ul style="list-style-type: none"> In each year, additional work to improve the estimates of GDP for the 4 U.S. territories, as recommended by DOI. 		
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
1.5	National Accounts Training	<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. 	<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"> In each year, conduct U.S. national accounts training program, and continue to evaluate for potential improvements. In each year, continue to implement and improve online training program. 		

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
1.6	Modernize and improve national accounts processes and systems	<ul style="list-style-type: none"> • Test income side components using the new high-performance STATS-II processing system. • With support from OCIO, implement the STATS-II system for processing flexible annual revisions. • Implement FAME for selected annual revision and current estimate systems. • Continue FAME conversion for remaining component systems. 	<ul style="list-style-type: none"> • Implement STATS-II for income side components. • Implement FAME conversion for additional current estimate and annual revision systems. • Continue 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 FAME conversion for benchmark systems and fixed assets. • Continue to evaluate opportunities for modernization of systems. 	<ul style="list-style-type: none"> • Implement FAME for benchmark and fixed asset systems. • Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> • Evaluate processing systems and consider opportunities for modernization.
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning						
1.7	Improve Major NIPA Revisions	<ul style="list-style-type: none"> • Implement flexible annual revision procedures. • Monitor implementation of proposals for the 2010 flexible annual NIPA revision and evaluate proposals for the 2011 flexible annual NIPA revision. 	<ul style="list-style-type: none"> • Monitor implementation of proposals for the 2011 flexible annual NIPA revision and evaluate proposals for the 2012 flexible annual revision. • Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> • Monitor implementation of proposals for the 2012 flexible annual NIPA revision and evaluate proposals for the 2013 flexible annual revision. • Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> • Flexible annual revision will feature incorporation of initial estimates of the 2007 benchmark Input-Output table. • Monitor implementation of proposals for the 2013 flexible annual NIPA revision and evaluate proposals for the 2014 flexible annual revision. • Evaluate proposals for future flexible annual revisions. 	<ul style="list-style-type: none"> • Monitor implementation of proposals for the 2014 flexible annual NIPA revision and evaluate proposals for the 2015 flexible annual revision. • Evaluate and improve flexible annual revision procedures, as needed.
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
1.8	National Income and Product Accounts (NIPAs)	<ul style="list-style-type: none"> • In each year of plan, prepare and release quarterly GDP and NIPA statistics. • In each year of plan, prepare and release annual revision GDP and NIPA statistics. 				
1.9	Monthly Personal Income and Outlays	<ul style="list-style-type: none"> • In each year of plan, prepare and release monthly and quarterly personal income and outlays statistics. • In each year of plan, prepare and release annual revision personal income and outlays statistics. 				

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
1.10	Fixed Assets and Consumer Durable Goods	<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. • Prepare and release fixed asset accounts using the latest structures categories for all periods. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables for the previous three years that reflect the annual revision of the NIPAs. • Release benchmark private fixed investment by industry for 2002. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables for the previous three years that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables for the previous three years that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release annual statistics on fixed assets and consumer durables for the previous three years that reflect the annual revision of the NIPAs. Incorporate the NIPA comprehensive revision.
1.11	International Submissions	<ul style="list-style-type: none"> • Update NIPA and fixed asset statistics consistent with 1993 System of National Accounts (SNA) for OECD. • Prepare 2002–2009 Government Finance Statistics (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						
1.12	Improve Financial and Business Sector Statistics	<ul style="list-style-type: none"> • Assess newly available IRS data that reconciles corporate financial reporting and corporate tax accounting (M-3). • 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; introduce quarter statistics for these accounts. • Develop a proposal for improving the measure of the reference rate for bank output in GDP. • Begin research on measurement of services produced by nondepository credit intermediation and by securities, commodities contracts, other financial investments, and related activities. • Work with Census Bureau to expand the industries covered by the quarterly financial report (QFR). 	<ul style="list-style-type: none"> • Evaluate the study of misreporting for S corporations. • Propose improvements to estimates based on IRS data that reconciles corporate financial reporting and corporate tax accounting. • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. • Develop a proposal for measuring real bank output in GDP. • Develop recommendations on measurement of services produced by nondepository credit intermediation and by securities, commodities contracts, other financial investments, and related activities. • Continue work with Census Bureau to expand industries covered by the QFR. 	<ul style="list-style-type: none"> • If approved, incorporate estimates of misreporting by S corporations. • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. 	<ul style="list-style-type: none"> • If data are available, incorporate improved measures of corporate misreporting. • Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
1.13	Address Gaps in Quarterly Source Data and Methods	<ul style="list-style-type: none"> Update PCE goods statistics with real-time scanner data. Prepare a proposal to use additional scanner data in PCE statistics. Evaluate expanded data and prepare proposal for additional uses of new data from Census Bureau's quarterly services survey (QSS); implement if accepted. Coordinate use of scanner data in national and industry accounts to improve integration. 	<ul style="list-style-type: none"> Update PCE goods statistics with real-time scanner data. Prepare a proposal to use additional scanner data in PCE statistics. Evaluate expanded data and prepare proposal to use new Census Bureau QSS data, as available. Coordinate use of scanner data in national and industry accounts to improve integration. 	<ul style="list-style-type: none"> Update PCE goods statistics with real-time scanner data. Incorporate any newly available service products based on NAPCS from the Census Bureau's services annual survey into PCE. Coordinate use of scanner data in national and industry accounts to improve integration. 	<ul style="list-style-type: none"> Update PCE goods statistics with real-time scanner data. 	<ul style="list-style-type: none"> Conduct research on using scanner data and other real-time data to improve statistics.
1.14	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. 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 proposals and develop processing systems 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. 	
1.15	Improve Income Estimates	<ul style="list-style-type: none"> Draft two <i>Survey</i> articles on alternative measures of saving and on corporate profits. Update measures of taxpayer nonfiling. Continue to evaluate and test potential improvements to corporate profits statistics. Continue comparison of alternative wage measures, studying revisions. Prepare a progress report about research on stock options. 	<ul style="list-style-type: none"> Develop improved measures of pension contributions based on previous research. Depending on results of research, prepare a proposal to improve measures of pension contributions. If feasible, prepare and incorporate improved stock option measures. Evaluate the results of these potential improvements to the current estimates of corporate profits. If approved, begin to use the alternative wage indicators to derive the monthly estimates. 	<ul style="list-style-type: none"> If approved, incorporate the improved measures of pension contributions. Prepare a proposal for accrual based pension estimates in the NIPAs. If approved, implement use of new all-employee wages into NIPA estimates. Depending on results of research, prepare 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. 	<ul style="list-style-type: none"> If the proposal is approved, incorporate accrual based pension estimates in the NIPA comprehensive revision. If data are available, incorporate estimates that reflect additional methodology streamlining. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
1.16	Improve Estimates of Personal Consumption Expenditures	<ul style="list-style-type: none"> Resume research on estimating real insurance measures. 	<ul style="list-style-type: none"> Update estimates using merchandise line sales data from the 2007 economic census. Prepare a proposal to improve measures of medical and hospitalization insurance benefits. Conduct research on using real-time data to improve motor vehicle statistics by sector. 	<ul style="list-style-type: none"> If approved, incorporate improved measures of medical and hospitalization insurance benefits. With inputs from Industry Directorate, reconcile benchmark 2007 Input-Output table statistics with NIPA PCE statistics. Continue research on real-time data to improve motor vehicle statistics by sector. 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 results of the 2007 benchmark I-O statistics into the flexible annual revision of the NIPAs. 	<ul style="list-style-type: none"> Continue to evaluate newly available source data and estimating methods to improve PCE measures.
1.17	Improve Estimates of Private Investment	<ul style="list-style-type: none"> Conduct research on prices for high-tech equipment. Conduct research on reconciling construction estimates. 	<ul style="list-style-type: none"> Research alternative price indicators for high-tech equipment. Conduct research on the appropriate level of detail to estimate equipment and software. 	<ul style="list-style-type: none"> Begin to investigate 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. 	<ul style="list-style-type: none"> Conduct research on the feasibility of separate deflation of domestic and imported equipment. If feasible, begin to develop benchmark inventory levels that are consistent with change in private inventories. Update the reference year for historical real sales and inventory-sales ratios. 	<ul style="list-style-type: none"> If approved, incorporate benchmark inventory levels that are consistent with change in private inventories.
1.18	Improve Government Sector Estimates	<ul style="list-style-type: none"> Evaluate the pilot survey of quarterly state government expenditure for reliability and completeness. Continue development of prototype quarterly reconciliations for Federal receipts and expenditures. Conduct research on NIPA treatment of transactions related to Federal intervention in financial markets. 	<ul style="list-style-type: none"> Collect additional quarterly state expenditures data, and compare with annual statistics. 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"> Evaluate additional quarterly data on state expenditures; based on results, develop a proposal to incorporate the data into the NIPAs. 	<ul style="list-style-type: none"> Incorporate 2007 benchmark I-O measures into the NIPA government sector statistics. If approved, incorporate improvements and coordinate implementation of alternative treatment of lump sum amortization payments in compensation estimates. If approved, incorporate quarterly state expenditures data into NIPA estimation procedures. 	
1.19	Improve Fixed Asset Estimates	<ul style="list-style-type: none"> Incorporate harmonized classification for nonresidential structures. Release detailed quarterly depreciation statistics consistent with NIPA tables. Develop quarterly fixed assets estimates. Continue research on fixed asset issues, including treatment of brokers' commissions. 	<ul style="list-style-type: none"> Continue to develop quarterly fixed assets estimates. Report on research findings of improved depreciation rates for motor vehicles. 	<ul style="list-style-type: none"> Continue research on fixed assets, including estimates by legal form of organization. 	<ul style="list-style-type: none"> Continue research on fixed assets, including estimates by legal form of organization. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts						
1.20	Improve Integration of National Accounts with Other U.S. Agency Statistics	<ul style="list-style-type: none"> Publish a working paper with a draft reconciliation of the NHEA and NIPA statistics on health expenditures. Update PCE/CPI reconciliation using new PCE classification. 	<ul style="list-style-type: none"> Continue research comparing BEA and BLS net stock statistics. 			
1.21	Research on National Accounts Concepts and Methods	<ul style="list-style-type: none"> Update the flexible annual revision proposal on terms of trade (command basis GNP); if accepted, prepare estimates. Continue the development of accrual estimates of defined-benefit pensions. 	<ul style="list-style-type: none"> Prepare a proposal to publish supplemental pension estimates. 	<ul style="list-style-type: none"> If the proposal is approved, publish supplemental pension estimates. Prepare a proposal for accrual based pension estimates for the NIPAs. 	<ul style="list-style-type: none"> If the proposal is approved, incorporate accrual based pension estimates in the NIPA comprehensive revision 	
1.22	Improve Integration of National and Industry Accounts	<ul style="list-style-type: none"> Internal report on research on final expenditure. 	<ul style="list-style-type: none"> Continue to identify additional issues and possible improvements. 	<ul style="list-style-type: none"> Continue to identify additional issues and possible improvements. Evaluate improvements made to date. 		
Strategic Goal: Improve Consistency With International Standards						
1.23	Research and Update PCE Classifications	<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. 	<ul style="list-style-type: none"> Continue preparing statistics based on the new classification. Prepare a <i>Survey</i> article on long term trends in PCE using 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. 		
1.24	Improve Government Sector Estimates	<ul style="list-style-type: none"> Prepare a working paper for estimates of returns to government capital. Prepare a working paper on real output measures, and solicit comments. Continue research on government enterprise and pension plan sectoring. 	<ul style="list-style-type: none"> If approved, develop experimental estimates of real output measures of government based on research. Prepare a proposal on government enterprise and pension plan sectoring. 	<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. If the research paper is approved, develop estimates of real government output. 	<ul style="list-style-type: none"> If approved, adopt estimates of real government output. 	
1.25	Improve Consistency with International Standards in NIPA and Fixed Assets Statistics	<ul style="list-style-type: none"> Prepare a feasibility report on the capitalization of artistic originals (such as movies, books, and recordings). If feasible, develop a proposal on capitalizing acquisition costs. 	<ul style="list-style-type: none"> Prepare a proposal to capitalize artistic originals. 	<ul style="list-style-type: none"> Prepare a proposal or feasibility report to capitalize additional artistic originals. 	<ul style="list-style-type: none"> If approved, develop estimates for the NIPAs for artistic originals. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency With International Standards						
1.26	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)		<ul style="list-style-type: none"> Prepare to incorporate services statistics that are based on the NAPCS classification 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. 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.

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"> In each year, maintain and improve communication with data users. In each year, increase users' understanding of the Industry accounts through conferences, presentations, <i>Survey</i> articles, Web site improvements, and training sessions. In each year, develop and post new FAQs. 				
2.2	Industry Accounts Primer	<ul style="list-style-type: none"> Update primer to incorporate 2010 comprehensive revision of the annual industry accounts. 	<ul style="list-style-type: none"> Update primer to incorporate quarterly GDP by industry statistics. 			<ul style="list-style-type: none"> Update primer to incorporate 2007 benchmark and 1997–2012 I-O accounts.
2.3	International Statistical Leadership	<ul style="list-style-type: none"> Assist other nations seeking support in upgrading and modernizing their I-O statistics. Organize a session for the 18th International Input-Output Association Conference. 	<ul style="list-style-type: none"> In each year, assist other nations seeking support in upgrading and modernizing their I-O statistics. In each year, participate in the International Input-Output Association conference, as appropriate. 			
Strategic Goal: Emphasize Two-Way Communication						
2.4	Inter-Agency Communication	<ul style="list-style-type: none"> Participate in inter-agency meetings with BLS, Census, NSF, IRS, and other agencies, as appropriate. Work with BLS and Census to review proposed changes to the 2012 NAICS. Work with Census to review proposed changes to the 2012 Economic Census forms. 	<ul style="list-style-type: none"> Participate in inter-agency meetings with BLS, Census, NSF, IRS, and other agencies, as appropriate. Complete work with Census to review proposed changes to the 2012 Economic Census forms. 	<ul style="list-style-type: none"> In each year, participate in inter-agency meetings with BLS, Census, NSF, IRS, and other agencies, as appropriate. 		
2.5	User Inquiries	<ul style="list-style-type: none"> In each year, monitor and respond to user inquiries about the Industry accounts. 				
2.6	Future Direction of Industry Accounts	<ul style="list-style-type: none"> Solicit feedback from users to improve the Industry accounts. Initiate dialogue with major users about future directions of the I-O accounts, including the structure of the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Solicit feedback from users to improve the Industry accounts. Continue dialogue with major users about future directions of the I-O accounts, including the structure of the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> In each year, solicit feedback from users to improve the Industry accounts. 	<ul style="list-style-type: none"> Solicit feedback from users to improve the Industry accounts. Solicit feedback from users about the structure of the 2012 benchmark I-O accounts. 	

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: CUSTOMERS						
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security						
2.7	Web Based Interactive Data Tools	<ul style="list-style-type: none"> Reassess existing web based interactive data tables; Identify areas of improvement, expanded functionality. 	<ul style="list-style-type: none"> Implement new functionality into web based interactive data tables. 	<ul style="list-style-type: none"> Maintain and update as needed the web based interactive data tables functionality to meet customers' needs. 		
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
2.8	Industry Accounts Training	<ul style="list-style-type: none"> Develop in-house employee training on the Industry accounts. 	<ul style="list-style-type: none"> Implement in-house employee training on the Industry accounts and evaluate for improvements. 	<ul style="list-style-type: none"> In each year, continue to conduct in-house employee training on the Industry accounts and evaluate for improvements. 		
2.9	Professional Development	<ul style="list-style-type: none"> In each year, develop employee professional skills through participation in the BEA Workforce Development Opportunities program. In each year, develop employee professional skills through external training, as appropriate and funding availability. In each year, participate in in-house seminars. 				
2.10	Cross Training	<ul style="list-style-type: none"> In each year, explore opportunities for cross-training both within and outside of the Industry Economic Accounts Directorate (IEA). In each year, conduct joint projects between the IEA divisions and other BEA directorates. 				
Strategic Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
2.11	Improve Annual Processing System	<ul style="list-style-type: none"> In each year of the plan, continue to improve and support the annual processing systems for the industry accounts. In each year of the plan, continue the documentation of these processing systems and related operating procedures. 				
2.12	Modernize and Improve Industry Accounts Processes and Systems	<ul style="list-style-type: none"> Implement, test, and finalize output estimation modules for industry accounts processing system. Implement, test, and finalize quarterly double-deflation estimation processing system. 	<ul style="list-style-type: none"> Implement, test, and finalize input estimation modules for industry accounts processing system. 	<ul style="list-style-type: none"> Implement, test, and finalize publication modules for industry accounts processing system. 	<ul style="list-style-type: none"> Move annual data processing into industry accounts processing system. 	
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning						
2.13	Industry Economic Accounts Review Team	<ul style="list-style-type: none"> In each year of the plan, discuss upcoming critical issues, evaluate options, review major proposals for changing the accounts and their methodologies. 				
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
2.14	I-O and GDP by Industry Accounts	<ul style="list-style-type: none"> Incorporate results of NIPA 2009 comprehensive revision including new PCE categories and new definitions. Prepare and release the 2010 comprehensive revision of the I-O accounts and GDP by industry statistics for 1998–2008. Prepare and release the 2009 advance GDP by industry statistics. 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. Prepare and release the 2010 advance GDP by industry statistics. Prepare GDP final demand statistics for benchmark I-O accounts and begin reconciling with NIPA final demand statistics. 	<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. Complete reconciliation of benchmark I-O accounts final demand categories statistics with the NIPAs. 	<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. 	<ul style="list-style-type: none"> Prepare and release the 2007 benchmark I-O accounts. Prepare and release all statistics for 2012 and revised time series statistics for 1997–2012 that are consistent with the 2007 benchmark I-O accounts. Prepare 2012 benchmark I-O accounts production plans, and develop final estimating framework.

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
2.15	Prices in the I-O and GDP by Industry Accounts	<ul style="list-style-type: none"> Continue to evaluate and, if approved, incorporate newly available retail trade PPIs into the I-O accounts and GDP by industry statistics. 	<ul style="list-style-type: none"> Continue to evaluate and, if approved, incorporate newly available wholesale trade PPIs into the I-O accounts and GDP by industry statistics. 	<ul style="list-style-type: none"> In each year, continue to research areas of improvement measuring price change in the I-O accounts and GDP by industry statistics. 		
2.16	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 industry accounts (see 2.14) which are made consistent with the SNA and provided to the OECD for international comparisons. 				
2.17	Travel and Tourism Satellite Accounts (TTSA)	<ul style="list-style-type: none"> Prepare and release 2009 and revised 1998–2008 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. 	<ul style="list-style-type: none"> Prepare and release 2013 and revised 2010–2012 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						
2.18	Improve Time Series Perspective of the Industry Accounts	<ul style="list-style-type: none"> Introduce interpolation of annual I-O tables between 1997 and 2002 benchmark I-O tables Design I-O table structure that can be used across benchmark years. 	<ul style="list-style-type: none"> Continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O tables. 			
2.19	Improve Output and Final Use Measures	<ul style="list-style-type: none"> Research improvements in source data and methodology to improve selected output and final use measures. Propose changes in methodology where appropriate. 	<ul style="list-style-type: none"> Begin implementing proposed improvements into the I-O accounts and GDP by industry statistics. 	<ul style="list-style-type: none"> Complete implementation of proposed improvements in time for 2007 benchmark I-O accounts final use reconciliation with NIPAs. 		
2.20	Improve Intermediate Input Measures	<ul style="list-style-type: none"> Incorporate Census annual survey data on operating expenses into the I-O accounts and GDP by industry statistics. 	<ul style="list-style-type: none"> Assess newly available services expense data from the Census Annual Survey of Manufactures and incorporate these into the I-O accounts and GDP by industry statistics. 			

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
2.21	Improve Measures of Value Added by Industry in the Input-Output 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. Research improved quality indicators for gross operating surplus for the 2007 benchmark I-O accounts. Begin research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus. 	<ul style="list-style-type: none"> Develop initial results of reconciled gross operating surplus for the 2007 benchmark I-O accounts. Evaluate the statistics and quality indicators; modify where appropriate. Complete research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus. Implement approved methodology changes to improve the measures of gross operating surplus by industry for the 2007 benchmark I-O value added reconciliation. 	<ul style="list-style-type: none"> Revise the reconciled gross operating surplus statistics in the 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> Finalize the reconciled gross operating surplus statistics in the 2007 benchmark I-O accounts. 	
2.22	Incorporate R&D as Investment into the Industry Accounts	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment. 	<ul style="list-style-type: none"> Incorporate R&D as investment. 		
2.23	Improve Advance GDP by Industry Statistics	<ul style="list-style-type: none"> Evaluate the advance GDP by industry statistics for 2009 in the context of research on quarterly GDP by industry. 	<ul style="list-style-type: none"> Integrate quarterly GDP by industry research with advance statistics. 	<ul style="list-style-type: none"> Advance GDP by industry statistics are replaced with the quarterly GDP by industry statistics (see milestone 2.31). 		
2.24	Historical I-O Accounts on NAICS Basis	<ul style="list-style-type: none"> Prepare preliminary I-O accounts for 1947–1997 on a 2002 NAICS basis that incorporate results from NIPA and Annual Industry Accounts' comprehensive revisions through 2010. Prepare initial KLEMS aggregations. 	<ul style="list-style-type: none"> Incorporate refinements to the preliminary I-O accounts for 1947–1997 on a 2002 NAICS basis. Finalize KLEMS aggregations. Prepare preliminary price-adjusted statistics for outputs, inputs, value added, and KLEMS. 	<ul style="list-style-type: none"> Publish the historical I-O accounts for 1947–1997 on a 2002 NAICS basis. Publish price-adjusted statistics on outputs, inputs, value added and KLEMS. 		
2.25	GDP Territories	<ul style="list-style-type: none"> Prepare preliminary nominal and real GDP statistics for four U.S. territories. 	<ul style="list-style-type: none"> Undertake additional work to improve the statistics of GDP for the four U.S. territories, as recommended by Department of the Interior. Prepare a <i>Survey</i> article on the results of territorial GDP. 	<ul style="list-style-type: none"> In each year, additional work to improve the statistics of GDP for the four U.S. territories, as recommended by Dept. of Interior. 		

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and with Other Accounts						
2.26	Review and Reconcile Output with Comparable Bureau of Labor Statistics (BLS) Measures	<ul style="list-style-type: none"> Work with BLS to develop consistent measures of industry output for select industries. 	<ul style="list-style-type: none"> Continue work with BLS to develop consistent measures of industry output for expanded set of industries. 	<ul style="list-style-type: none"> Continue work with BLS to improve consistent measures of industry output. 		
2.27	Improve Integration of National and Industry Accounts	<ul style="list-style-type: none"> Incorporate specific improvements to the Industry accounts and the NIPAs through improved feedback and integration. Evaluate use of scanner data in the industry accounts to improve integration with the NIPAs. 	<ul style="list-style-type: none"> Incorporate specific improvements to the Industry accounts and the NIPAs through improved feedback and integration. Evaluate use of scanner data in the industry accounts to improve integration with the NIPAs. 	<ul style="list-style-type: none"> Incorporate specific improvements to the Industry accounts and the NIPAs through improved feedback and integration. Evaluate use of scanner data in the industry accounts to improve integration with the NIPAs. 		
2.28	Improve Major Industry and National Revisions	<ul style="list-style-type: none"> Implement flexible annual revision procedures. Monitor implementation of proposals for the 2010 annual NIPA revision and evaluate proposals for the 2011 annual NIPA revision. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2011 annual NIPA revision and evaluate proposals for the 2012 revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2012 annual NIPA revision and evaluate 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 initial estimates of the 2007 benchmark Input-Output table. Monitor implementation of proposals for the 2013 annual NIPA revision and evaluate proposals for the 2014 revision. Evaluate proposals for future flexible annual revisions. 	<ul style="list-style-type: none"> Monitor implementation of proposals for the 2014 annual NIPA revision and evaluate proposals for the 2015 revision. Evaluate and improve flexible annual revision procedures, as needed.
Strategic Goal: Improve Consistency With International Standards						
2.29	Improve Consistency with International Standards	<ul style="list-style-type: none"> Develop a methodology and begin testing for incorporating selected literary and artistic originals as investment. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating selected literary and artistic originals as investment. 	<ul style="list-style-type: none"> If approved, incorporate selected literary and artistic originals as investment. 		
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
2.30	Development of Satellite Research and Development (R&D) Account	<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. 	<ul style="list-style-type: none"> Publish industry-level satellite account for 2010. 	
2.31	Quarterly GDP by Industry Statistics	<ul style="list-style-type: none"> Develop production process for prototype quarterly statistics. Announce release and revision schedule for prototype quarterly statistics. Prepare SCB article proposing a methodology for prototype quarterly GDP by industry statistics. 	<ul style="list-style-type: none"> Prepare and introduce the prototype quarterly GDP by industry statistics. 	<ul style="list-style-type: none"> In each year, prepare and release prototype quarterly GDP by industry statistics. 		
2.32	Industry Level Production Accounts	<ul style="list-style-type: none"> Begin research on industry-level production accounts for the Non-Farm Business Sector. 	<ul style="list-style-type: none"> Continue research on industry-level production accounts for the Non-Farm Business Sector. Begin research to develop historical industry-level production accounts. 	<ul style="list-style-type: none"> Prepare industry-level production accounts for the Non-Farm Business Sector. Continue research on historical industry-level production accounts. 	<ul style="list-style-type: none"> In each year, prepare industry-level production accounts. 	

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: CUSTOMERS						
Strategic Goal: Expand External Communications and Outreach Efforts						
3.1	Analyses and Articles	<ul style="list-style-type: none"> Prepare a primer on the international accounts. Prepare regular articles and analyses. 	<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 a report on trade in services, in consultation with the Bureau of Labor Statistics, as mandated by the American Recovery and Reinvestment Act. Prepare other special studies to extend analysis of international accounts statistics. 	<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 an analysis of the final results of the 2007 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare special studies to extend analysis of international accounts statistics. 	<ul style="list-style-type: none"> Prepare an analysis of the preliminary results of the 2012 benchmark survey of foreign direct investment in the United States. Prepare other special studies to extend analysis of international accounts statistics.
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. 				
3.5	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. 				
3.6	Evaluate Customer Satisfaction	<ul style="list-style-type: none"> Evaluate the results of the Customer Satisfaction Survey and web usage statistics pertaining to the international accounts. Based on results, prioritize data products and suggest improvements to the Web site. Identify potential new products related to international statistics. 	<ul style="list-style-type: none"> In each year, continue to evaluate customers' needs and implement improvements to the Web site and other products related to international statistics. 			
Strategic Goal: Emphasize Two-Way Communication						
3.7	Survey Respondent Outreach	<ul style="list-style-type: none"> Arrange site visits to meet with survey respondents to discuss survey questions, format, and scope. Maintain contact with industry groups and other interested parties with regard to surveys of related statistics. 	<ul style="list-style-type: none"> In each year, maintain contact with survey respondents and other stakeholders and implement changes to survey program as needed. 			

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: CUSTOMERS						
Strategic Goal: Exploit technology for the best possible data collection and dissemination methods and to ensure security						
3.8	Electronic Data Collection and Dissemination	In each year: <ul style="list-style-type: none"> • Maintain and update the international accounts Web site. • Contribute to the work of the Web Steering Committee and other efforts to make improvements to the Web site. • Maintain and update the electronic reporting system. 				
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
3.9	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. 				
3.10	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. 				
3.11	Staff Professional Development	In each year: <ul style="list-style-type: none"> • Continue to expand developmental opportunities for staff, such as outside training, presentations, committee service, and assignments in new areas. • Encourage participation in Bureau-wide activities, such as seminars and training. 				
3.12	International Accounts Training Program	<ul style="list-style-type: none"> • Develop an introductory international accounts course for new employees and other BEA employees. 	<ul style="list-style-type: none"> • Conduct international accounts course and evaluate ways to improve and expand the course, as needed. 	<ul style="list-style-type: none"> • In each year, conduct international accounts course, making improvements and additions to the program as needed for staff development. 		
Strategic Goal: Sustain and Enhance BEA's Internal Communications						
3.13	Internal Communications	<ul style="list-style-type: none"> • Identify methods to improve communications within each division and across the directorate. • Identify methods to improve communications with other divisions, specifically with regards to the review process for monthly and quarterly statistics releases. • Evaluate the effectiveness of internal communication channels regularly. 	<ul style="list-style-type: none"> • In each year, continue to identify methods to improve internal communications. 			
Strategic Objective: MANAGEMENT						
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning						
3.14	Coordinate Implementation of New International Standards	<ul style="list-style-type: none"> • Utilize an internal steering committee to guide and monitor implementation of new international standards and other changes and to coordinate improvements with National Accounts and other staff. • Contribute actively to the work of international organizations involved with the implementation of statistical standards and related research. 	In each year: <ul style="list-style-type: none"> • Continue to monitor implementation of new international standards. • Continue to contribute to the work of international organizations involved with the implementation of statistical standards and related research. 			

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
3.15	International Transactions Accounts (ITAs)	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2009 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2010 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2011 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2012 and revised annual and quarterly statistics for earlier years subject to revision. 	<ul style="list-style-type: none"> Prepare and release quarterly statistics for the ITAs. Prepare and release 2013 and revised annual and quarterly statistics for earlier years subject to revision.
3.16	International Investment Position (IIP) Accounts	<ul style="list-style-type: none"> Prepare and release 2009 and revised annual statistics for the IIP. 	<ul style="list-style-type: none"> Prepare and release 2010 and revised annual statistics for the IIP. 	<ul style="list-style-type: none"> Prepare and release 2011 and revised annual statistics for the IIP. 	<ul style="list-style-type: none"> Prepare and release 2012 and revised annual statistics for the IIP. 	<ul style="list-style-type: none"> Prepare and release 2013 and revised annual statistics for the IIP.
3.17	Benchmark and Annual Financial and Operating (F&O) Data	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2008. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2009. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2010. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2011. 	<ul style="list-style-type: none"> Prepare and release F&O statistics for 2012.
3.18	International Services	<ul style="list-style-type: none"> Prepare and release 2009 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2010 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2011 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2012 and revised annual statistics on international services transactions. 	<ul style="list-style-type: none"> Prepare and release 2013 and revised annual statistics on international services transactions.
3.19	Trade in Goods and Services	<ul style="list-style-type: none"> In each year, prepare and release monthly statistics on trade in goods and services, jointly with the Census Bureau. 				
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
3.20	Research and Improve Estimates of International Services	<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. 			
3.21	Quarterly Surveys of International Services Transactions	<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. 	
3.22	Benchmark Surveys of International Services Transactions	<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. 	<ul style="list-style-type: none"> Conduct benchmark survey of insurance transactions for 2013. Design benchmark survey of financial services transactions for 2014.
3.23	Utilize Statistical Sampling Techniques	<ul style="list-style-type: none"> In each year, refine and adjust sampling techniques as necessary given available program resources. 				
3.24	Quarterly International Investment Position (IIP) Accounts	<ul style="list-style-type: none"> Begin research to determine methodology for producing quarterly IIP statistics. Begin to develop experimental estimates. 	<ul style="list-style-type: none"> Determine methodology for producing quarterly IIP statistics. Prepare experimental estimates. Announce release and revision schedule for quarterly statistics. Make changes to processing systems as needed. 	<ul style="list-style-type: none"> Prepare and release quarterly IIP statistics. 	<ul style="list-style-type: none"> In each year, prepare and release quarterly IIP statistics. 	

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
3.25	Cognitive Redesign of Surveys	<ul style="list-style-type: none"> Continue cognitive redesign work for surveys of foreign direct investment. 				<ul style="list-style-type: none"> In each year, continue to extend survey design improvements to other BEA surveys.
3.26	Interagency Data Sharing Projects	Conduct data-sharing projects, to include: <ul style="list-style-type: none"> linking BEA data on R&D of multinational companies with Census data on R&D for all U.S. companies for 2004-2006. linking BEA data on U.S. parent companies to BLS occupational data; begin research using linked data. linking BEA data on U.S. affiliates of foreign companies to data from the Census Bureau's 2007 Economic Census. 				<ul style="list-style-type: none"> In each year, continue to support and conduct data sharing projects.
3.27	Improvements to Travel Statistics with Credit Card Data	<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.
3.28	Address Data Gaps in Financial Account Data	<ul style="list-style-type: none"> Work with the Federal Reserve Board and Department of Treasury to address data gaps in the financial account related to hedge funds, private equity, and other non-bank financial institutions. 				<ul style="list-style-type: none"> Continue to work with Federal Reserve Board and Department of Treasury to close gaps in financial account related to non-bank entities.
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts						
3.29	Improve Integration of International Accounts with National and Industry Accounts	<ul style="list-style-type: none"> Provide National and Industry Accounts staff more detailed information on methodologies and source data to foster a better understanding of the international accounts. Increase collaboration with National and Industry Accounts staff before implementing changes to the international accounts. Improve data transfers between BPD and the National and Industry Accounts to improve accuracy and consistency across accounts. 				<ul style="list-style-type: none"> Continue to improve integration of International Accounts with National and Industry Accounts.

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Improve Consistency With International Standards						
3.30	Implement New International Standards and Other Changes	<ul style="list-style-type: none"> Identify improvements to the international accounts recommended in the 6th edition of the IMF Balance of Payments and International Investment Position Manual and the 4th edition of the OECD Benchmark Definition of Foreign Direct Investment that can be implemented during the annual revision of the ITAs and IIP. Implement initial changes. 		<p>In each year:</p> <ul style="list-style-type: none"> Identify additional changes that can be implemented during the annual revision of the ITAs and IIP. Implement approved changes. 		
3.31	International Data Submissions	<ul style="list-style-type: none"> Prepare balance of payments, IIP, and services statistics consistent with quarterly and annual releases to submit to the IMF and OECD. Prepare direct investment statistics to submit to the OECD. Prepare direct investment statistics for 2009 for submission to the IMF as part of the Coordinated Direct Investment Survey. 		<ul style="list-style-type: none"> In each year, prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD. 		
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
3.32	Restore and Enhance the Survey Program for Multinational Companies Note: This milestone is contingent on budget-initiative funding.		<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. Redesign tables and other statistical outputs as appropriate. 	<ul style="list-style-type: none"> Continue to conduct the improved annual surveys and the survey of new foreign direct investments. Prepare and release statistics on new foreign direct investment in the United States, based on survey results. 	<ul style="list-style-type: none"> In each year, continue to conduct improved surveys and release statistics. 	
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
3.33	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. 		<ul style="list-style-type: none"> In each year, work with staff from OCIO to modernize and maintain the IT systems for the international accounts and related survey processing systems. 		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
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"> • Continue development of a revised RIMS User Handbook • Update documents on methodology and help topics as required. • Develop additional FAQs to support data releases as required. 	<ul style="list-style-type: none"> • Release revised RIMS User Handbook. • Update documents on methodology and help topics as required. • Develop additional FAQs to support data releases as required. 	In each year: <ul style="list-style-type: none"> • Update documents on methodology and help topics as required. • 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 RIMS systems, implementing changes as needed. 	In each year: <ul style="list-style-type: none"> • Monitor customer feedback on RIMS systems, implementing changes as needed. 			
4.4	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, BLS, and other statistical agencies. • Provide other statistical agencies with lists of BEA needs, and respond to their requests for information. • Prepare Regional Bi-Weekly reports to share with BEA Directorates. • Work with OCIO and Communications Division staff to prepare for emergency and COOP planning. 				
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security						
4.5	Mapping and Graphics	In each year: <ul style="list-style-type: none"> • Monitor user feedback and new developments in mapping technology. • Modify mapping products and graphics applications as appropriate. • If feasible, promote the applications through training. 				
4.6	Data Dissemination Technologies	<ul style="list-style-type: none"> • Begin upgrade of database applications for the entire regional program. • Explore and, if possible, develop alternative data dissemination methods and processes outside of BEA for release of summary statistics from the regional program. • Replace CD-ROMs and DVDs with expanded web-based access to state and local area statistics. 	<ul style="list-style-type: none"> • Continue upgrade of database applications for the entire regional program. • Develop alternative archiving capability to replace the CD-ROMs and DVDs. 	<ul style="list-style-type: none"> • Complete upgrade of database applications for the entire regional program. • Research and review new technologies for data collection and dissemination. 	<ul style="list-style-type: none"> • Continue to research and review new technologies for data collection and dissemination. 	

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
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. • 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 Objective: MANAGEMENT						
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives						
4.8	Manage IT Infrastructure	In each year: <ul style="list-style-type: none"> • Improve the Regional Directorate pages of the BEA Web site. • Update web site information on estimation systems and documentation as needed. • Provide IT training to staff to keep up with new technology. • Monitor performance of integrated RIMS estimation and Web ordering and delivery system, making changes as needed. 				
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
4.9	Annual/ Benchmark State Personal Income (SPI) Including Disposable SPI	<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. 			
4.10	Annual/ Benchmark Gross Domestic Product (GDP) by state	<ul style="list-style-type: none"> • Begin implementing definitional, statistical, and methodological improvements to GDP-by-state statistics to be consistent with the 2009 comprehensive revision of the NIPAs. 	<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. • Release annual revision of GDP-by-state statistics for 2007–2009 and total and sector-level GDP-by-state statistics for 2010. 	<ul style="list-style-type: none"> • In each year prepare and release annual GDP-by-state statistics for the previous year. 		
4.11	Quarterly SPI	<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. 			
4.12	Annual Local Area Personal Income (LAPI)	<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. 			

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Continue to Update Priority Statistics						
4.13	Advance Metropolitan Area Personal Income (MAPI)	• In each year, prepare and release advance annual MAPI for NAICS sector industries 8 months after the end of the previous year.				
4.14	Regional Input-Output Multipliers	<ul style="list-style-type: none"> • Complete incorporation of 2002 national benchmark I-O table and local area data. • Begin incorporating 2008 national annual I-O table and local area data. 	• Finish incorporating 2008 national annual I-O table and local area data.	• In each year, incorporate the national annual I-O table and local area data for two years prior.		
4.15	Implementation of NAICS for GDP by state	• Investigate feasibility of releasing NAICS-based GDP-by-state statistics back to 1992.	• If feasible, release NAICS-based GDP-by-state statistics back to 1992.	• Investigate feasibility of releasing NAICS-based GDP-by-state statistics back to 1963.	• If feasible, release NAICS-based GDP-by-state statistics back to 1963.	
4.16	Annual/Benchmark Gross Domestic Product (GDP) by metropolitan area	• Begin implementing definitional, statistical, and methodological improvements to the GDP-by-metropolitan-area statistics 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 revised GDP-by-metropolitan-area statistics for 2007–2009 on a NAICS basis. 	• Release revised GDP-by-metropolitan-area statistics for 2008–2010 on a NAICS basis.	• Release revised GDP-by-metropolitan-area statistics for 2009–2011 on a NAICS basis.	• Release revised GDP-by-metropolitan-area statistics for 2010–2012 on a NAICS basis.
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
4.17	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. • Begin hiring staff to evaluate and review the procedures to speed up the processing of the full detail of county-level estimates. • Begin developing the processes, targeting FY 2012 for completion of the acceleration of the release of county-level personal income. 	• Continue the development of the processes to accelerate county personal income, targeting FY 2012 for completion of the acceleration of the release of county-level personal income.	• If feasible, release county-level personal income for 2010 in the fall of calendar year 2011.	• In each year, assuming source data continue to be timely and available, release county-level income statistics on an accelerated schedule.	
4.18	Enhancements to RIMS Multipliers	• Continue evaluating the feasibility of incorporating alternative regionalization methods into RIMS.	• Finish evaluating the feasibility of incorporating alternative regionalization methods into RIMS.	• If evaluation is positive, incorporate improved regionalization methods into RIMS.		
4.19	Gross Output by State and Industry	If research demonstrates feasibility: <ul style="list-style-type: none"> • Prepare prototype estimates of gross output by state and industry. • Double deflate the prototype estimates using the national deflators to better replicate the national method of double deflation by industry. 	• If research demonstrates feasibility, prepare and release prototype estimates of double-deflated gross output by state and industry.	• If research demonstrates feasibility, incorporate estimates of gross output by state and industry as a permanent part of the regional accounts.		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements						
4.20	New Source Data for GDP by state and Personal Income Estimates	In each year, <ul style="list-style-type: none"> Research and, as appropriate, incorporate new source data to improve the accuracy of the GDP-by-state and personal income statistics. 				
4.21	Improved Regional Income and Product Estimates	<ul style="list-style-type: none"> Complete the implementation of definitional, statistical, and methodological improvements to the regional income statistics 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 product statistics 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 statistics from the flexible annual revisions of the NIPAs. 		
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
4.22	Disposable Metropolitan Area Personal Income (MAPI)	<ul style="list-style-type: none"> Update disposable personal income for metropolitan areas to include 2008 estimates. Review the statistics for quality and for customer needs. 	<ul style="list-style-type: none"> If review shows that standards of timeliness and quality can be consistently met and that customers want the statistics, make the estimation of disposable MAPI a permanent part of the regional accounts. 			
4.23	Alternative Measures of Income by State	<ul style="list-style-type: none"> If data can be obtained from IRS, 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. 		
4.24	State Personal Consumption Expenditures (PCE)	<ul style="list-style-type: none"> Begin research with available data sources and possible estimation methods for state-level PCE estimates. 	<ul style="list-style-type: none"> Continue research with available data sources and possible estimation methods for state-level PCE estimates. If research demonstrates feasibility, commence development of prototype estimates. 	<ul style="list-style-type: none"> Complete development and release prototype estimates. Begin evaluation of prototype estimates. 	<ul style="list-style-type: none"> Complete evaluation of prototype estimates and, assuming evaluation is positive, develop and release updated estimates as a permanent addition to the regional statistics. 	<ul style="list-style-type: none"> Evaluate feasibility of expanding state PCE to include other geographies.
4.25	County-Level Gross Product	In each year: <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 GDP to include other geographies. If research shows it is feasible, release the additional detail. 				
4.26	Revised BEA Economic Areas	<ul style="list-style-type: none"> Continue research on data sources and new methodology to redefine BEA economic areas. Monitor user feedback on current methodology. 	<ul style="list-style-type: none"> Complete research report on data and methodology that can be used to redefine the BEA economic areas. 	<ul style="list-style-type: none"> If research demonstrates feasibility, revise BEA economic areas. Construct experimental sets of new BEA economic areas. 	<ul style="list-style-type: none"> Finalize the new set of revised BEA economic areas. If feasible, release the revised BEA economic areas. 	

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
4.27	Regional Estimation of Research & Development 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 metropolitan area estimation systems. 	<ul style="list-style-type: none"> Complete the process of incorporating R&D estimates into GDP by state and metropolitan area estimation systems. 	
4.28	State-level State and Local Government Revenue and Expenditure Accounts	<ul style="list-style-type: none"> Evaluate experimental estimates. Revise methodology and data as necessary. If feasible, release the experimental estimates. 	<ul style="list-style-type: none"> Release prototype estimates. Monitor customer feedback and revisions to previous prototype estimates. 	<ul style="list-style-type: none"> If feasible, make the estimation of state revenue and expenditures a permanent part of the regional accounts. 		
4.29	Price-adjusted Personal Income Statistics	<ul style="list-style-type: none"> Continue research into the preparation of prototype price-adjusted statistics of personal income by state and metropolitan area. 	<ul style="list-style-type: none"> Update state and metro level statistics based on 2010 Census. Begin development of prototype price-adjusted statistics of personal income by state and metropolitan area. 	<ul style="list-style-type: none"> Conduct sensitivity analysis and robustness tests on prototype price-adjusted statistics of personal income by state and metropolitan area. If testing demonstrates favorable results, release prototype price-adjusted statistics of personal income by state and metropolitan area. 		

OFFICES OF THE CHIEF STATISTICIAN

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. 				

OFFICES OF THE CHIEF ECONOMIST

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: CUSTOMERS						
Strategic Goal: Expand External Communications and Outreach Efforts						
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	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. Manage ASA/BEA/NSF Fellowship program to support work related to BEA's mission. 				
Strategic Objective: EMPLOYEES						
Strategic Goal: Sustain and Enhance BEA's Internal Communications						
5.11	Research	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff. Encourage and implement opportunities to develop staff knowledge of BEA's research agenda. Provide BEA staff with opportunities to expand analytical tools and gain familiarity with new techniques in academia. 				
Strategic Objective: STATISTICS						
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics						
5.12	<p>"Conduct Research for Innovation Satellite Accounts</p> <p>Note: Publication of the innovation account is contingent on budget-imitative funding."</p>	<ul style="list-style-type: none"> Publish an update of the R&D satellite account, including data from 1997-2007. Continue research on price indexes and other assumptions underlying the R&D satellite account. Support academic work on the measurement of innovative activities. 	<ul style="list-style-type: none"> Publish industry statistics for R&D extending back to 1987. Continue research on price indexes and other assumptions underlying the R&D satellite account. Support academic work on the measurement of innovative activities. 	<ul style="list-style-type: none"> Complete research on price indexes and other assumptions underlying the R&D satellite account. 		
5.13	Conduct Research for Health Satellite Account	<ul style="list-style-type: none"> Conduct research to refine our best guess at the numerical magnitude of bias in price indexes for medical care by expanding scope to include a broader range of patients. Collaborate with staff at the Centers for Medicare and Medicaid services to publish reconciliation of spending estimates from the National Economic Accounts and the National Health Expenditures Account. Collaborate with NBER National Health Accounts group to research alternative methods for allocating spending by disease. 	<ul style="list-style-type: none"> Publish an experimental satellite account for health care spending using alternative methods and data sources. Conduct research on the consistency in measures of real output in the spending and industry accounts. Collaborate with NBER National Health Accounts group to research alternative methods for allocating spending by disease. 	<ul style="list-style-type: none"> Expand experimental account to include information on regional price differences. Collaborate with NBER National Health Accounts group to research alternative methods for allocating spending by disease. 	<ul style="list-style-type: none"> Continue research on data sources and methods to improve these prototype estimates. Collaborate with NBER National Health Accounts group to research alternative methods for allocating spending by disease. 	

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Strategic Objective: CUSTOMERS

Strategic Goal: Expand External Communications and Outreach Efforts

6.1	Public Web Site	• In each year, implement improvements identified in the previous year's Web site Customer Satisfaction Survey.	
6.2		<ul style="list-style-type: none"> • Launch and maintain BEA Research Web pages. • Conduct ongoing improvements to BEA interactive data pages in conjunction with OCIO. • Conduct ongoing content updates for BEA Web site. 	• In each year, conduct ongoing content and design updates for BEA Website.
6.3	Survey of Current Business	• In each year, provide design expertise for all charts, tables, and ads printed in the <i>Survey of Current Business</i> .	
6.4		• In each year, manage the production and posting of the monthly <i>Survey of Current Business</i> .	
6.5	Publication and Graphic Design Activities	<ul style="list-style-type: none"> • Coordinate production of updated BEA Customer Guide. • Provide graphic support for GDP 75th Anniversary emblem. • Manage production and desktop publishing of all tables, charts, and graphics for agency print and online publications. 	• 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 the results of the previous year's Customer Satisfaction Survey and develop action plan in response. • In each year, conduct the Customer Satisfaction Survey with input from program areas and Web Steering Committee. 	
6.7	Expanded Media and Outreach Activities	• In each year, manage and enhance the 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 and local stakeholder briefings. 	
6.9	Agency Communications Plan	• In each year, conduct quarterly meetings of the Communications Workgroup to evaluate content ideas, implement changes, update activities section, and otherwise enhance the agency Communications Plan.	

Strategic Objective: EMPLOYEES

Strategic Goal: Sustain and Enhance BEA's Internal Communications

6.10	Internal Communications	<ul style="list-style-type: none"> • Expand and internally promote the use of the Publications and Outreach Materials Library. • Conduct ongoing content updates for BEA Intranet site. 	• In each year, conduct ongoing content and design updates for BEA Intranet site.	
6.11		• In each year, manage the production and distribution of the in-house daily News Clips and quarterly <i>BEA Details</i> newsletter.		
6.12	Meetings	• In each year, manage Bureau-wide meetings and events, including the "BEA in the News" Brown Bags, Academic Seminars, Children's Art Contest, teleconferences, and special roll-outs.		

Strategic Goal: Assess and Improve BEA's Organizational Climate

6.13	Organizational Assessment	• Implement Action Plan.	• Conduct FY2011 OAS.	• Present and review results of 2011 OAS. • Complete action planning process.	• Implement Action Plan.	• Conduct FY2014 OAS.
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**MANAGEMENT SUPPORT:
ADMINISTRATIVE AND COMMUNICATIONS SERVICES**

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
6.14	Workforce Development	<ul style="list-style-type: none"> Evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the knowledge management, leadership, and workforce development programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the knowledge management, leadership, and workforce development programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved.
6.15	Workforce Management	<ul style="list-style-type: none"> Evaluate the effectiveness of recruitment, retention, succession, and pay-for-performance programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the recruitment, retention, succession, and pay-for-performance programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of recruitment, retention, succession, and pay-for-performance programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the recruitment, retention, succession, and pay-for-performance programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of recruitment, retention, succession, and pay-for-performance programs and identify processes to be improved.
Strategic Goal: Sustain and Enhance Workforce Safety and Security						
6.16	Security Programs	<ul style="list-style-type: none"> Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the security programs to ensure safety of the workforce and security of bureau assets based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the security programs to ensure safety of the workforce and security of bureau assets based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved.
6.17	Safety, Health, and Worklife Balance Programs	<ul style="list-style-type: none"> Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the safety, health, and worklife balance programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the safety, health, and worklife balance programs based upon previous evaluation. 	<ul style="list-style-type: none"> Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved.
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, in conjunction with ASD and OCIO, evaluate and test the effectiveness of the agency COOP Plan. In each year, in conjunction with ASD and OCIO, implement improvements to COOP based on evaluation. In each year, in conjunction with ASD and OCIO, provide training to employees on COOP. 				
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. In each year, review appointment terms. In alternating years beginning with 2011, renew committee charter. 				
Strategic Goal: Sustain and Enhance the Management of BEA's Resources						
6.20	Financial Management	<ul style="list-style-type: none"> Prepare and evaluate the effectiveness of budget execution/ formulation and external/ internal reporting programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the budget execution/ formulation and external/ internal reporting programs based upon previous evaluation. 	<ul style="list-style-type: none"> Prepare and evaluate the effectiveness of budget execution/ formulation and external/ internal reporting programs and identify processes to be improved. 	<ul style="list-style-type: none"> Implement improvements to the budget execution/ formulation and external/ internal reporting programs based upon previous evaluation. 	<ul style="list-style-type: none"> Prepare and evaluate the effectiveness of budget execution/ formulation and external/ internal reporting programs and identify processes to be improved.
6.21	Acquisition Management	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved. Complete this year's milestones identified in GSA plan for lease/ space options; track progress; and evaluate and update plan. 	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation. Complete this year's milestones identified in GSA plan for lease/ space options; track progress; and evaluate and update plan. 	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved. Complete this year's milestones identified in GSA plan for lease/ space options; track progress; and evaluate and update plan. 	<ul style="list-style-type: none"> Implement improvements to the acquisition programs based upon previous evaluation. Complete this year's milestones identified in GSA plan for lease/ space options; complete plan by June 2013. 	<ul style="list-style-type: none"> Evaluate the effectiveness of acquisition programs and identify processes to be improved.

INFORMATION TECHNOLOGY

Milestone	Programs	2010	2011	2012	2013	2014
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, 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. 				
7.4	Web Applications	<ul style="list-style-type: none"> Implement standard look and feel across web applications. Implement recommendations for standard graphing capabilities on www.bea.gov. In each year, support and upgrade interactive data dissemination web applications as appropriate. 	<ul style="list-style-type: none"> In each year, support web applications. Upgrade as appropriate to further improve customer access to BEA data. 			
7.5	Internet Support	<ul style="list-style-type: none"> Implement additional server capacity in support of BEA internet infrastructure. 	<ul style="list-style-type: none"> In each year, provide technical support for BEA internet infrastructure. 			
Strategic Objective: EMPLOYEES						
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission						
7.6	IT Training	<ul style="list-style-type: none"> Identify training and activities that would expand expertise within OCIO on BEA's mission and products. Effectively provide necessary IT Training to Bureau staff. 	<ul style="list-style-type: none"> In each year, effectively provide necessary IT Training to Bureau staff. 			
7.7	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						
7.8	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. 				
7.9	E-Mail System	<ul style="list-style-type: none"> Complete upgrade to Exchange 2007. 	<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						
7.10	HelpDesk	<ul style="list-style-type: none"> In each year, evaluate HelpDesk tracking system for possible upgrade or replacement. 				
7.11		<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. 	<ul style="list-style-type: none"> Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.

INFORMATION TECHNOLOGY

Milestone	Programs	2010	2011	2012	2013	2014
Strategic Objective: CUSTOMERS						
Strategic Goal: Assess and Improve BEA's Organizational Climate						
7.12	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. 	<ul style="list-style-type: none"> Investigate possible enhancements to mobile technology.
7.13	Voice Systems	<ul style="list-style-type: none"> Upgrade voice mail system to support email upgrade. 	<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. 	<ul style="list-style-type: none"> If useful upgrades to voice mail system are identified, implement them.
Strategic Objective: MANAGEMENT						
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency						
7.14	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. 				
7.15	LAN backup system	<ul style="list-style-type: none"> Replace tape library 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. 	<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.
7.16	Perimeter Security/ Firewall System	<ul style="list-style-type: none"> In each year, 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. 	<ul style="list-style-type: none"> Maintain authentication and identification systems and strengthen as appropriate.
7.17		<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.						
7.18	IT Planning & Architecture	<ul style="list-style-type: none"> In each year, update information technology planning and architecture documents. Complete self-assessments to identify opportunities to update and enhance planning processes. 				
7.19	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. 				
7.20	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. 				
7.21		<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. 	<ul style="list-style-type: none"> Review and update Risk Assessment, System Security Plan, Contingency Plan and security policies. 	
7.22		<ul style="list-style-type: none"> Develop a training plan for role-based training for individuals with significant security responsibility. Conduct new employee IT security awareness training and annual refresher training. 	<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. 			

INFORMATION TECHNOLOGY

Milestone	Programs	2010	2011	2012	2013	2014
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Strategic Objective: MANAGEMENT

Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security.

7.23	Data Storage	<ul style="list-style-type: none"> Complete implementation of new 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. 	<ul style="list-style-type: none"> If approved, implement SAN upgrades.
7.24	Network 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. 	<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.
7.25	Network Servers	<ul style="list-style-type: none"> In each year, investigate and, as appropriate, enhance Internet Protocol Version 6 (IPv6) implementation. 				
7.26		<ul style="list-style-type: none"> Pilot use of Windows 2008 to evaluate potential BEA-wide implementation. Expand the use of virtualization as appropriate. 	<ul style="list-style-type: none"> In each year, expand the use of virtualization as appropriate. 			
7.27	Remote Access	<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. 	<ul style="list-style-type: none"> If useful upgrades for remote access infrastructure are identified, implement them.
7.28	Technology Refresh	<ul style="list-style-type: none"> Install new uninterruptible power supply (UPS) systems in the computer room. 	<ul style="list-style-type: none"> In each year, maintain UPS systems and upgrade as appropriate. 			
7.29		<ul style="list-style-type: none"> Implement new servers in support of modernization effort. Replace up to 1/3 of desktops, laptops, and printers as budgeted. 	<ul style="list-style-type: none"> In each year, replace up to 1/3 of LAN server hardware, desktops, laptops, and printers as budgeted. 			
7.30	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

7.31	International Accounts	<ul style="list-style-type: none"> Review business processes and reengineer data aggregation of international investment survey data into one processing program. 	<ul style="list-style-type: none"> In each year, continue modernization of International systems. 			
7.32		<ul style="list-style-type: none"> Move processing of a key survey of international investment into the new processing framework. 	<ul style="list-style-type: none"> In each year, work with staff from the International Economics Directorate to maintain and improve the IT systems for the international accounts and related survey processing systems. (See also milestone 3.11). 			
7.33		<ul style="list-style-type: none"> Expand implementation of 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	2010	2011	2012	2013	2014
Strategic Objective: STATISTICS						
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.34	National Accounts	<ul style="list-style-type: none"> Complete prototype for incorporating the calculation of quarterly estimates of National Income into an updated processing architecture. 	<ul style="list-style-type: none"> In each year, continue to support and enhance STATS-II as needed. 			
7.35						
7.36		<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		Industry Accounts	<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	<ul style="list-style-type: none"> In each year, continue to develop, implement and support an integrated Industry accounts system. 					
Strategic Goal: Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data						
7.40	Database	<ul style="list-style-type: none"> Implement SQL 2008 in support of modernization effort. 	<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. 			