

# U.S. Bureau of Economic Analysis

## Strategic Plan for FY 2004–FY 2008

### Mission

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

### Vision

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

### Values

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

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

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

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

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

This performance goal is BEA's mission. Derived directly from this framework, BEA established four strategic objectives to guide its planning and opera-

tions. These objectives, described in detail below, define what BEA seeks to accomplish. The milestones included in the following tables provide the road map or operational plan to achieve these objectives and, ultimately, BEA's mission. BEA's performance toward each objective is measured by an evaluation of the milestones and by one or more of seven performance measures described in the *U.S. Department of Commerce, FY 2004 Annual Performance Plan*.

### The Challenges Facing BEA

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

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

### BEA In Summary

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

changes in the U.S. economy and its international relationships and making recommendations for statistical improvements.

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

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

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

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

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

force and build specialized training programs to fit the needs of the organization and individuals. This will ensure that BEA employees are able to quickly respond to changes in the economy and develop appropriate

### Who Uses BEA Measures?

#### GDP and National Accounts:

- White House and Congress to prepare budget estimates and projections.
- Federal Reserve to set interest and exchange rates.
- Wall Street as a primary indicator of national economic activity.
- Business community to plan financial and investment strategies.

#### Industry Data:

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

#### Trade and Investment Data:

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

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

- Federal government to distribute over \$174 billion in federal funds.
- State governments to plan state spending, make revenue estimates, and track the state economy.
- Business and development officials to measure the impact of business development on regional growth.

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

**BEA’s Strategic Objectives**

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

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

*Enhancing and sustaining BEA’s data dissemination programs*—To ensure that BEA’s existing statistical products are used effectively, BEA must provide expanded and increased accessibility to information on its Web site. It must also improve the dissemination of information directly to the news media and to potential users of BEA’s statistics in the business community, state and local governments, academia, think tanks, the Administration, and Congress. Based on an evaluation of customer needs, BEA will work to improve existing dissemination products and develop new products and services to meet customer needs.

*Providing opportunities for user feedback*—Feedback from BEA users is critical to ensure BEA products and services are relevant to those who use them. Comments from users have led to important improvements in BEA estimates and in how BEA information is disseminated. BEA has developed a number of mechanisms for soliciting comments from its users. The BEA Advisory Committee is a committee of experts that meets twice a year to advise the organization on ways to improve its estimates and services. This Strategic Plan is provided to users and stakeholders, including BEA employees, to solicit comments on the direction of BEA programs and services. BEA staff participate in a number of international organizations as well as U.S. trade and member-

ship organizations to seek their comments on how BEA can improve the way it does business.

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

- Customer satisfaction with quality of products and services,
- Reliability of delivery of economic data, and
- Percent of GDP estimates correct.

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

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

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

**Customer Satisfaction Survey**

BEA participates in an annual government and private-sector customer satisfaction survey that provides a basis for comparison and further improvements to BEA products and services. Since 2000, BEA has made some significant improvements to its products and services that users have recognized.

Indicator	Percent satisfied	
	2000	2003
Overall products/services.....	91	94
Timeliness.....	71	80
Accuracy.....	78	81
Ease of use of BEA data.....	68	82
www.bea.gov.....	74	82

Source: BEA Customer Satisfaction Survey Report, 2003 is available at [www.bea.gov](http://www.bea.gov).

*Assessing and improving BEA's organizational climate*—BEA's highly visible data products will challenge its employees with more complex work and tighter deadlines at a time when recruitment and retention within the Federal sector continues to be difficult. Recognizing that the quality of the workplace is a key factor in recruitment and retention, BEA conducts organizational assessment surveys aimed at improving it. To reach this goal, BEA has established an employee-based process to act on the results of the survey and further improve the workplace environment.

*Sustaining and enhancing BEA's human resources management function*—To ensure BEA is able to accomplish the goals of hiring and placing new staff to meet its statistical challenges, BEA must continue to work with the Department of Commerce to improve the human resources function. Significant progress has been made by BEA in providing increased outreach to potential job candidates through job fairs and its profile on the BEA Web site.

*Sustaining and enhancing workforce development*—To remain on the leading edge of economic measurement, BEA must continue to provide specialized programmatic training to its employees. BEA's training dollars currently are being spent on information technology training, academic coursework, managerial training, and other general skills building programs. The Bureau recognizes the need for investing in its employees in a more strategic manner. In this Plan, BEA proposes to develop a more strategic approach to train its workforce by conducting an assessment of core competencies and developing a training program designed specifically for BEA and its skills needs. This Strategic Plan will ensure that developmental needs for all career paths are met and our employees are prepared to meet current and future challenges.

*Sustaining and enhancing recruitment and retention efforts*—BEA will continue its focus of recruitment and retention efforts with expanded outreach activities, continued use of the Personnel Demonstration Project flexibilities, succession planning, and improved Quality of Work Life programs.

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

**Performance:** Performance under Strategic Objective 2 will be monitored by the following performance mea-

asures and a detailed evaluation of each Strategic Plan milestone:

- Customer satisfaction with quality of products and services and
- Reliability of delivery of economic data.

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

***Strategic Objective 3: Upgrade resource management to support BEA's mission.***

Support for the initiatives outlined in the Strategic Plan will come from the more effective use of existing resources (through productivity-enhancing technology investments and changes in work processes and products) and from incremental resources. To manage its resources effectively, BEA will have to better account for the costs and benefits of existing and proposed work. By using new financial accounting support and by stepping up its interaction with customers (the Department of Commerce and statistical agency partners), BEA will more effectively conduct its programs, allocate resources, and plan for the provision of resources to achieve the Bureau's goals.

*Sustaining and enhancing BEA's financial management*—BEA is refining its financial management systems to better manage resources for existing and proposed work at BEA. An internal management information system, which produces financial management information drawn from several sources, has been developed and continues to be refined. BEA also is accessing the Commerce Administrative Management System (CAMS) data warehouse for reconciliation purposes. BEA will continue to improve its financial management in order to better identify the costs and benefits of its programs.

*Investing in information technology (IT)*—BEA's economic programs require the IT support provided by the Office of the Chief Information Officer. Much has been accomplished to enhance BEA's IT infrastructure, especially the establishment of a stable local area network with strong backup capabilities for BEA systems.

Significant work remains in the redesign of critical estimation systems. The Strategic Plan emphasizes four areas in which further IT investment is needed: (1) Continuing support of BEA program staff with more efficient IT tools (software) to enhance their performance, (2) ongoing upgrades of the IT infrastructure (servers, workstations, telephones) to ensure reliability and security, (3) redesigning of core estimation systems to maximize the use of database technologies, and (4) harnessing of rapidly developing Web-based technologies to improve data dissemination.

*Updating and better focusing existing programs*—Meeting customer needs and effectively managing BEA's resources require continual reevaluation and improve-

ment of products and work processes. This effort includes annual reviews of current programs and services, continual examinations of internal work processes, and appropriate reallocation of resources to ensure they are devoted to the highest priorities. These evaluations are part of the routine updating of the BEA 5-year Strategic Plan, semi-annual meetings of the BEA Advisory Committee, regular senior staff meetings, and the annual Office of Management and Budget's Program Assessment Rating Tool (PART) as well as the annual review and update of unit and individual work plans.

*Sustaining and enhancing the administrative and support programs*—BEA recognizes that critical mission goals cannot be met without the proper administrative infrastructure. The customer service requirement for administrative programs is continually reviewed and changes made to further improve existing programs and services. This effort includes examining internal work processes and determining whether resources are devoted to the highest priorities.

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

- Customer satisfaction with quality of products and services,
- Reliability of delivery of economic data, and
- Upgrading information technology systems.

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

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

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

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

*Improving processing systems*—The estimation of GDP can be made more reliable, efficient, and flexible through a comprehensive effort to improve the under-

lying processing systems. The Strategic Plan identifies actions such as the creation of a new central system to replace the two outdated and overburdened systems now in use, the replacement of the time-series database software used by analysts to prepare the estimates, and the overhaul of estimation subsystems. Special attention will be paid to good programming practices, including documentation of requirements and programs, thorough testing prior to implementation, and use of modern standards and best practices.

*Addressing data gaps and other shortcomings*—The overall quality of the NIPA estimates is very high, but that quality is jeopardized by several gaps resulting from inadequate source data or from recent changes in the economic environment. In addition, there are long-standing measurement problems, such as quality adjustments of prices and the measurement of services. A systematic plan to minimize these problems will improve the quality and usefulness of the national accounts. The Strategic Plan identifies specific actions that address such needs as implementing the North American Industry Classification System, developing new quality-adjusted prices, developing improved measures of services, developing improved estimates of software investment, and conducting research on and developing better estimates of employee stock options and other components of income.

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

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

**Industry accounts**—BEA produces economic statistics on industries, including the GDP-by-industry accounts, input-output (I-O) accounts, and occasional satellite accounts. BEA prepares both annual and benchmark I-O accounts. The Benchmark I-O accounts are prepared every five years and are based on detailed data from the economic censuses that are conducted by the

Bureau of the Census. These accounts provide the basis for benchmarking the NIPAs every five years and provide a framework and data for other accounts. The annual I-O accounts are prepared for years between the benchmarks and are based on less comprehensive data than the data from the censuses. Recent satellite accounts include the travel and tourism satellite accounts, which are ongoing.

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

*Improving the consistency of industry estimates and the harmonization with other accounts*—This set of projects will provide users with GDP-by-industry accounts and input-output accounts that are consistent with each other as well as with the national income and product accounts. Integration of these accounts will present a consistent and coherent picture of the economy from the total economy perspective to the individual industry perspective. Research is continuing on harmonizing BEA measures of outputs and inputs with those of the Bureau of Labor Statistics.

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

*Improving processing systems and interfaces*—The Strategic Plan also identifies actions for the design and development of interactive software that will make industry data more accessible to outside users, as well as the expanded integration of software applications to produce industry estimates more efficiently.

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

work and to improve coverage in areas where major gaps have appeared.

*Improving productivity or outputs in existing areas of work*—Several initiatives are designed to enable BEA to do more with less. For example, increased investment in IT infrastructure will enable BEA to expand electronic data collection and dissemination to improve the efficiency of survey processing and usefulness of the international accounts section of the Web site. BEA will conduct research on implementing new sampling and imputation techniques that would reduce the resources required to estimate data for relatively small companies that now must report in BEA surveys. In addition, BEA must improve the usefulness of its estimates of international trade in goods and services by further accelerating their release.

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

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

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

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

*Continually improving methodologies*—The methodologies used to produce the regional estimates must be

updated and improved to keep pace with changes in the national and regional economies. Topics that need to be addressed include the estimation of pension disbursements on a regional basis, the redefinition of the BEA Economic Areas to reflect new metropolitan area definitions, and enhancements to the regional input-output multipliers to reflect alternative regionalization methods and interregional flows.

*Improving consistency of regional estimates*—BEA’s regional accounts are highly consistent with the national and industry accounts. However, opportunities continue to arise to improve this consistency. The Strategic Plan calls for making changes to the estimation of taxes on production and imports so as to make estimates of gross state product, personal consumption expenditures, GDP-by-industry, and input-output more consistent.

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

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

*Bureau of Labor Statistics data*—BLS employment and price data are essential ingredients of BEA’s economic accounts. To improve its national, industry, and regional accounts, BEA will work with BLS to expand their Current Employment Statistics (790 program) to cover earnings of all employees. BEA will work with BLS to explore expanding the coverage of the earnings

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

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

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

*BEA international transactions data*—For the international services data collected in BEA’s surveys, the biggest improvement would come from instituting quarterly surveys of international transactions in the most important services. Currently, only annual surveys are conducted for most types of unaffiliated services transactions.

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

- Customer satisfaction with quality of products and services,
- Reliability of delivery of economic data,
- Percent of GDP estimate correct,
- Improving GDP and the economic accounts,
- Accelerating economic estimates, and
- Meeting U.S. international obligations.

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

### Additional Detail

The following table is a summary of the targets and performance measures used by BEA to monitor its progress. Following this table is a detailed matrix, orga-

nized by program area, that summarizes the elements of the plan and provides milestones through FY 2008. The activities listed in the table and the timing of the milestones are based on the assumption that BEA will receive adequate budget funding for each of those years.

**Summary of Targets and Performance Measures for BEA**

Measure	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Target	FY 2005 Target	FY 2006 Target
<b>Timeliness:</b> Reliability of Delivery of Economic Data (Number of Scheduled Releases Issued on Time) <sup>1</sup>	100%	50 of 50	48 of 48	54 of 54	TBD	TBD
<b>Relevance:</b> Customer Satisfaction with Quality of Products and Services (Mean Rating on a 5-point Scale)	N/A (survey postponed)	4.3	4.4	Greater than 4.0	Greater than 4.0	Greater than 4.0
<b>Accuracy:</b> Percent of GDP Estimates Correct	New	83%	88%	Greater than 84%	Greater than 85%	Greater than 85%
<b>Budget-related:</b> Improving GDP and the Economic Accounts	New	Developed new measures to address gaps and updated BEA's accounts; designed prototype of new quarterly survey of international services; developed new pilot estimates that provide better integration with other accounts.	BEA completed all major Strategic Plan milestones related to improving the economic accounts (completed 164 milestones out of 171 overall).	Successful completion of related Strategic Plan milestones relating to improving the quality of the economic accounts.	Successful completion of related Strategic Plan milestones including acquiring real-time data to improve quality of economic accounts.	Successful completion of related Strategic Plan milestones.
<b>Budget-related:</b> Accelerating Economic Estimates	New	New	BEA completed all major Strategic Plan milestones related to accelerating economic estimates (completed 98 milestones out of 103 overall).	Successful completion of related Strategic Plan milestones related to efforts to accelerate economic measures.	Successful completion of related Strategic Plan milestones including accelerate the release of gross domestic product, personal income and outlays, and county personal income.	Successful completion of related Strategic Plan milestones.
<b>Budget-related:</b> Meeting U.S. International Obligations	New	New	BEA completed all major Strategic Plan milestones related to meeting U.S. international obligations (completed 99 milestones out of 103 overall).	Successful completion of related Strategic Plan milestones related to meeting international commitments as funded in FY 2003.	Successful completion of related Strategic Plan milestones including clear and conduct new derivatives survey and incorporate estimates of short-term and long-term liabilities into the accounts.	Successful completion of related Strategic Plan milestones.
<b>Budget-related:</b> Upgrading Information Technology Systems	New	Developed new systems, including implementation of prototype phase of new NIPA core processing system; developed improved interactive features on the BEA Web site; extended electronic reporting for international surveys.	BEA completed all major Strategic Plan milestones related to upgrading IT systems (completed 95 out of 98 overall).	Successful completion of related Strategic Plan milestones to improve the quality of BEA's information technology systems.	Discontinue budget-specific measure.	Discontinue budget-specific measure.

1. Prior to FY 2002, the measure reported the percent of releases that were delivered on time and on schedule.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>NATIONAL ECONOMIC ACCOUNTS</b>					
<b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>National Income and Product Accounts (NIPA) Estimates</b>	Prepare quarterly and 2003 comprehensive estimates of GDP and NIPA tables for 1929–2004.	Prepare quarterly and annual estimates of GDP and NIPA tables for 2002–2005; publish NIPA volumes.	Prepare quarterly and annual estimates of GDP and NIPA tables for 2003–2006.	Prepare quarterly and annual estimates of GDP and NIPA tables for 2004–2007.	Prepare quarterly estimates of GDP and NIPA tables; begin 2008 comprehensive revision.
<b>Monthly Personal Income and Outlays</b>	Prepare monthly and 2003 comprehensive revision estimates of personal income and outlays for 1929–2004.	Prepare monthly estimates of personal income and outlays for 2002–2005.	Prepare monthly estimates of personal income and outlays for 2003–2006.	Prepare monthly estimates of personal income and outlays for 2004–2007.	Prepare monthly estimates of personal income and outlays; begin 2008 comprehensive revision.
<b>Fixed Assets and Consumer Durable Goods</b>	Prepare annual and 2003 comprehensive revision estimates of fixed assets and consumer durable goods for 1925–2003.	Prepare annual estimates of fixed assets and consumer durable goods for 2002–2004; prepare Fixed Assets volume; publish annual article.	Prepare annual estimates of fixed assets and consumer durable goods for 2003–2005; publish Fixed Assets volume and annual article.	Prepare annual estimates of fixed assets and consumer durable goods for 2004–2006; publish annual article.	Begin 2008 comprehensive revision.
<b>International Submissions</b>	Prepare NIPA estimates based on 2003 comprehensive revision consistent with 1993 SNA for OECD, including additional sector tables. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.
<b>NIH Biomedical Research &amp; Development (R&amp;D) Price Index</b>	Prepare estimates of biomedical R&D price index for NIH under reimbursable contract.	Prepare estimates of biomedical R&D price index for NIH and finalize method for introducing new chain weighting procedures. This work is under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of chain-type R&D biomedical price index for NIH under reimbursable contract.
<b>New Initiatives</b>					
<b>Implement North American Industry Classification System (NAICS)</b>	Publish NIPA comprehensive revision estimates on a NAICS basis; convert PPI source data from SIC to NAICS basis.	Publish fixed assets estimates on a NAICS basis, prepare for conversions associated with NAICS 2002, NAICS 2007, and North American Product Classification System.	Incorporate BLS prices on NAPCS basis in inventories; work with I-O staff to incorporate new NAPCS data into 2002 I-O table; begin developing NAPCS-based estimates.	Implement NAPCS-based estimates into PCE.	
<b>NIPA Central System Modernization</b>	Begin second phase, developing enhancements for new central system (joint with OCIO, contractor).	Test and implement the second phase (joint with OCIO, contractor).	Evaluate central system for new enhancements.		
<b>Alternative Measures of Saving</b>	Update the measures.	Update the measures.	Update the measures.	Update the measures.	
<b>Interactive Web Data Access</b>	Include NIPA underlying detail tables on interactive site.	Include fixed assets underlying detail on interactive site.	Develop search engine to customize choice of series.		
<b>New Quality-Adjusted Prices</b>	Publish revised, quality-adjusted estimates.	Conduct research and develop new quality-adjusted prices.	Prepare proposal for incorporating BLS nonresidential construction price index into structures estimates.	If proposal is accepted, prepare comprehensive revision estimates.	
<b>Improved Services Measures</b>	Conclude and review contract research to develop new measures of services. Develop recommendations for implementation.	Begin research on medical services and other new measures of services.	Prepare proposals on new measures of medical and other services.	If proposals are accepted, prepare comprehensive revision estimates.	Prepare comprehensive revision estimates.
<b>Real-Time Scanner Data for PCE</b>		Prepare proposal for implementing scanner data-based estimates.	Prepare and publish estimates of PCE goods incorporating real-time scanner data.	Update estimates.	Update estimates.
<b>Improve Motor Vehicle Estimates Using Real-Time Data</b>		Prepare proposal for improved estimates of trucks and autos incorporating real-time data.	Reconcile net transactions in used assets in NIPA and fixed assets accounts.	Conduct research and prepare proposal to harmonize estimates of new cars and light trucks.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Accelerated Quarterly GDP and Monthly Personal Income and Outlays</b>		Research methods and procedures required to produce accelerated quarterly GDP and monthly and personal income and outlays.	Prepare modifications to methods and procedures to produce accelerated GDP and personal income and outlays.	Contingent upon the full acceleration of Census and BEA monthly estimates of U.S. trade in goods and services, accelerate the release of quarterly GDP and monthly personal income and outlays by two weeks.	Continue to issue quarterly GDP and monthly personal income and outlays two weeks earlier and perform any needed research into improving the accelerated estimates.
<b>Improved Goods Measures</b>	Begin work to develop annual lines data for mail-order stores, computer stores, and office supply stores.	Develop annual lines data for mail-order stores, computer stores, and office supply stores.	Extend PCE goods matrix to annual frequency data are available.	Research potential independent monthly estimates; e.g., fuel and coal and tobacco.	
<b>Improved Estimates of Software Investment</b>	Conduct research and develop improved software prices, incorporate real-time data on business purchases of software.	Conduct research and develop improved measures of foreign transactions in software.			
<b>Employee Stock Options</b>	Conduct research and develop source data for employee stock options. Recommend possible changes to business surveys.	Conduct research and develop estimates for employee stock options.	Review latest accounting rules and source data for employee stock options. Recommend possible changes to business surveys.		
<b>Federal Investment and Consumption System</b>	Test and implement system.				

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

NATIONAL ECONOMIC ACCOUNTS—Continued Programs and New Initiatives: FY 2004–FY 2008					
Programs	2004	2005	2006	2007	2008
<b>Research Statistical Discrepancy</b>	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.		
<b>Convert Time Series Package to FAME</b>	Begin preparing post-revision conversions.	Continue post-revision conversions; begin testing and implementation.	Complete all post-revision conversions, testing, and implementation.		
<b>Misreporting Adjustments</b>	Work with IRS to update measures of voluntary taxpayer compliance.	Contract with Census Bureau to conduct CPS exact match study of taxpayer misreporting and work with IRS to update measures of voluntary taxpayer compliance.	Update measures of voluntary taxpayer compliance.		
<b>Methodology Papers</b>	Update methodology paper for government. Begin revised and new methodology papers for other components.	Complete updates of all existing methodology papers. Complete new methodology paper for fixed investment.	Prepare CIPI methodology paper.	Produce fact sheets for each NIPA component estimate.	
<b>Re-engineer Private Capital Stock Estimates</b>	Test programs.	Test and implement programs.	Collaborate with OCIO to develop requirements for incorporating capital stock processing into NIPA central system.	Test and implement capital stock processing in the NIPA central system.	
<b>Re-engineer Government Capital Stock Estimates</b>	Prepare and test programs.	Test and implement programs.	Complete programs.		
<b>Revise Tables to De-emphasize Chained Dollars</b>	Publish redesigned tables as part of 2003 comprehensive revision.				
<b>Recognize Government and Nonprofit Output</b>	Pursue additional research to produce improved measures of government output.	Research data availability for nonprofit institutions serving government.	Prepare proposal based on research.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Real Government and Nonprofit-by-Function Estimates</b>	Research methods and procedures for preparing real government-by-function estimates using 2003 comprehensive NIPA revision estimates.	Publish real government-by-function estimates and begin research for accelerating these estimates to make them coincident with other annual estimates.			
<b>Research to Revise Summary Accounts</b>	Publish revised Summary accounts.				
<b>Research Sector Definitions</b>	If proposal is approved, reclassify nonprofit capital costs in the NIPA. Prepare proposal for fixed assets accounts. Conduct research on government enterprises and other sector issues.	If proposal is approved, reclassify nonprofit capital costs in fixed assets accounts. Conduct research on government enterprises and other sector issues.	Prepare proposal for modernizing sector definitions of government enterprises and noncorporate business.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Research Flow-of-Funds Integration</b>	Continue research on integrating NIPAs with flow-of-funds accounts.	Continue research on integrating NIPAs with flow-of-funds accounts.	Publish preliminary complete set of integrated accounts.	Research to refine estimates.	
<b>Research on Compensation in Kind</b>	Conduct research on meals and tuition compensation in kind.	Conduct research on meals and tuition compensation in kind.	Prepare proposal on compensation in kind.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Research on Nonprofit Sector</b>	Conduct additional research to fill gaps in nonprofit accounts.	Publish prototype nonprofit accounts. Begin research on nonprofit institutions serving government.	Update measures. Continue research on nonprofit institutions serving government.	Revise prototype accounts to incorporate nonprofit activities in government sector.	
<b>Improved Capital Stock Estimates</b>	Publish revised estimates of capital stock. Develop new research projects.	Develop reconciliation tables for NIPA private fixed investment and fixed asset investment by type of asset and by industry.	Conduct research on capital stock issues, such as service lives, used asset prices, and depreciation patterns.	Continue research on capital stock issues.	
<b>Interactive User-Defined Chain Aggregates</b>		Prepare requirements and write programs for user-defined chain aggregates.	Test and implement programs.		
<b>Research Sector Gross Output</b>		Conduct research on source data for gross output by sector.	If data are available, construct proposal to prepare estimates of sector gross output.	If proposal is accepted, prepare comprehensive revision estimates of sector gross output.	If proposal is accepted, prepare comprehensive revision estimates of sector gross output.
<b>Research on Taxes and Subsidies in Valuation of Output by Sector</b>	Investigate farm subsidies.	Research housing related taxes and subsidies.	Prepare proposal on taxes and subsidies.	If proposal is accepted, prepare improved gross output by sector comprehensive revision estimates.	If proposal is accepted, prepare improved gross output by sector comprehensive revision estimates.
<b>Research NIPA/International Transactions Accounts (ITAs) Differences</b>	Publish revised estimates.				
<b>Research Pension Benefits</b>	Research property income from pension plans and estimates of employers' contributions to deferred compensation plans.	Develop improved estimates of property income from pension plans and of employers' contributions to deferred compensation plans.	Prepare proposal on improved pension plan estimates.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Research Accrual Accounting</b>	Publish revised estimates.	Extend research on accrual accounting.	Prepare proposal based on research.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Research Government Inventories</b>	Publish revised estimates.	Extend research on government inventories. Prepare proposal based on research.	Prepare proposal based on research.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

NATIONAL ECONOMIC ACCOUNTS—Continued					
Programs and New Initiatives: FY 2004–FY 2008					
Programs	2004	2005	2006	2007	2008
<b>New Initiatives</b>					
<b>Research on Reconciling Estimates of Defense Equipment and Change in Private Inventories</b>	Prepare a proposal for research on inconsistency of timing for estimates of defense equipment and private inventories.	Conduct research on the inconsistency of timing for estimates of defense equipment and private inventories.	If research finds inconsistencies, prepare proposal to improve estimates.	If proposal is accepted, prepare improved historical estimates consistent with the proposal.	Complete the preparation of comprehensive revision estimates.
<b>Research on PCE Classifications</b>		Conduct research on PCE product and type-of-expenditure classifications relative to other government and international classifications.	Conclude research and prepare recommendations.	Prepare historical estimates consistent with recommendations.	Prepare comprehensive revision estimates.
<b>Research Capitalization of Movies, Sound Recordings</b>		Conduct research on recognizing production of motion pictures and sound recordings as fixed investment.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Improved Change in Private Inventories</b>	Publish improved estimates.	Conduct research on classifying construction in progress as change in inventories.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Research Imputing Rental Price for Government Capital</b>	Conduct research on imputing a rate of return for government capital.	Outline work for imputing rental price for government capital.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Quantity Indicators for Estimation of Government Output</b>	Continue research on quantity indicators for selected components of government output.	Continue research on quantity indicators for selected components of government output.	Develop proposal for preparing real estimates of selected components of government output using quantity indicators.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>National Accounts Training</b>	Design an in-house National Accounts Training program.	Implement an in-house National Accounts Training program.			
<b>Research Production Account and Capital Inputs</b>	Work with the Chief Economist and BLS to construct an aggregate production account.	Conduct research on measuring capital inputs as part of production account.	Continue research on measuring capital inputs as part of a production account.		
<b>Research Consumer Durables Satellite Account</b>		Work with Chief Economist to conduct research on implementing a satellite account.	Conduct research on implementing a satellite account.		
<b>Research IRS Informational Returns</b>	Complete research in informational returns (IR) compensation data.	If IR data are useful, formalize data with IRS and begin to develop estimates using data.	Finalize estimates.	Update measures.	
<b>Improved Housing Output</b>	Publish improved estimates.				
<b>Improve Processes for Major Revisions</b>	Begin a review of the processes for major revisions; evaluate 2003 NIPA comprehensive revision	Continue the review of processes and draw conclusions on possible improvements.	Prepare proposals for new and improved processes for major revisions.	If proposals are accepted, implement improved processes.	If proposals are accepted, implement improved processes.
<b>Research on Methods for Estimating Interest</b>	Review methods used for estimating interest and research alternative data and methods.	Prepare report on possible improvements to interest estimates.	Prepare proposal and create historical estimates consistent with research findings.	If proposal is accepted, prepare comprehensive revision estimates.	If proposal is accepted, prepare comprehensive revision estimates.
<b>Review Revision Schedules</b>		Begin analysis of revision schedules and develop options.	Review impact of alternative revision schedules.	If review is successful, prepare a proposal to modify NIPA revision schedules.	If proposal is accepted, begin implementation of modified revision schedule.
<b>Participate in SNA Revision</b>	Participate in Canberra II Group, Working Group on Public Sector Statistics, SNA Advisory Expert Group. Prepare proposal to change treatment of military assets.	Continue participation in Canberra II Group, Working Group on Public Sector Statistics, SNA Advisory Expert Group.	Continue participation in SNA Advisory Expert Group.	Continue participation in SNA Advisory Expert Group. Review final recommendations for revision of SNA.	
<b>Conduct Review of Income-Side Estimates</b>	Begin work with contractor to review of all income-side estimates to evaluate quality.	Continue contractor review of all income-side estimates to evaluate quality.	Evaluate final report on all income-side estimates. Prepare actions needed for response.	Based on outcome of review, prepare proposals to modify income-side estimates.	If proposal are accepted, implement modified estimation methods.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>INDUSTRY ACCOUNTS</b>					
<b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>2002 Benchmark Input-Output (I-O) Accounts</b>	Identify and evaluate options for producing the 2002 Benchmark I-O Accounts more efficiently; for options accepted, modify 2002 benchmark I-O production plans accordingly; develop estimating framework for the 2002 Benchmark I-O Accounts.	Incorporate 2002 economic census data into the benchmark I-O framework as the data become available from the Census Bureau; prepare preliminary estimates of output for the 2002 Benchmark I-O Accounts.	Prepare preliminary estimates of final uses for the 2002 Benchmark I-O Accounts; working with the National Accounts Directorate, review and reconcile 2002 Benchmark estimates with the NIPAs.	Finalize and release the 2002 Benchmark I-O Accounts; publish detailed data and documentation.	Prepare Capital Flow Table and Employment and Compensation Table as supplements to the 2002 Benchmark I-O Accounts.
<b>GDP-by-Industry Accounts</b>	Publish NAICS-based GDP-by-Industry Accounts that are integrated with the Annual I-O and consistent with the 1997 Benchmark I-O and revised NIPAs, 1998-2002; prepare updated estimates for 2003.	Publish integrated GDP-by-Industry Accounts for 2003; prepare updated estimates for 2004.	Publish integrated GDP-by-Industry Accounts for 2004; prepare updated estimates for 2005.	Publish integrated GDP-by-Industry Accounts for 2005; prepare updated estimates for 2006.	Publish integrated GDP-by-Industry Accounts for 2006; prepare for comprehensive revision.
<b>Annual I-O Accounts</b>	Release NAICS-based Annual I-O Accounts that are integrated with the GDP-by-Industry Accounts and consistent with the Benchmark I-O Accounts and the revised NIPAs, 1998-2002; prepare updated estimates for 2003.	Release integrated Annual I-O Accounts for 2003; prepare updated estimates for 2004.	Release integrated Annual I-O Accounts for 2004; prepare updated estimates for 2005.	Release integrated Annual I-O Accounts for 2005; prepare updated estimates for 2006.	Release integrated Annual I-O Accounts for 2006; prepare for comprehensive revision.
<b>Advance GDP-by-Industry Estimates</b>	Release advance GDP-by-industry estimates for 2003.	Release advance GDP-by-industry estimates for 2004.	Release advance GDP-by-industry estimates for 2005.	Release advance GDP-by-industry estimates for 2006.	Release advance GDP-by-industry estimates for 2007.
<b>International Submissions</b>	Identify and implement changes required to prepare GDP-by-industry estimates on a NAICS basis and consistent with the 1993 System of National Accounts (SNA).	Prepare GDP-by-industry estimates for 1998–2002 on a NAICS basis and consistent with 1993 SNA Accounts for submission to Organization for Economic Cooperation and Development (OECD).	Prepare update of GDP-by-industry estimates for 2003 consistent with 1993 SNA for OECD.	Prepare update of GDP-by-industry estimates for 2004 consistent with 1993 SNA for OECD.	Prepare update of GDP-by-industry estimates for 2005 consistent with 1993 SNA for OECD.
<b>Incorporation of 2002 NAICS-based Data</b>	Modify data files and develop procedures to incorporate 2002 NAICS-based source data for updates of the GDP-by-Industry and Annual I-O Accounts and for the 2002 Benchmark I-O Accounts.	Continue to revise data files and procedures as needed to accommodate 2002 NAICS-based source data.	Continue to revise data files and procedures as needed to accommodate 2002 NAICS-based source data.	Continue to revise data files and procedures as needed to accommodate 2002 NAICS-based source data.	Continue to revise data files and procedures as needed to accommodate 2002 NAICS-based source data.
<b>IT Re-engineering</b>	Begin modifying benchmark I-O processing system for incorporating data from 2002 economic census; begin modifying advance GDP-by-industry processing system for producing estimates on a NAICS basis.	Continue modifying benchmark I-O processing system for incorporating data from 2002 economic census; continue modifying all industry processing systems to improve efficiency and to incorporate new IT enhancements.	Complete modifications to benchmark I-O processing system for incorporating data from 2002 economic census; continue modifying all industry processing systems to improve efficiency and to incorporate new IT enhancements.	Continue modifying all industry processing systems to improve efficiency and to incorporate new IT enhancements.	Continue modifying all industry processing systems to improve efficiency and to incorporate new IT enhancements.
<b>New Initiatives</b>					
<b>Improved Estimates of PCE in the Benchmark I-O Accounts</b>	Conduct research to identify new data sources and estimating methods for selected PCE categories.	Continue research to identify new data sources and estimating methods for selected PCE categories; prepare papers, summarizing results.	Evaluate results of research; if project is approved, incorporate into the 2002 Benchmark I-O Accounts.		
<b>Improved Estimates of Industry Expenses in the Benchmark I-O Accounts</b>		Conduct research to identify the types of business expenses included in the "all other" category for the 2002 economic census; prepare paper, summarizing results.	Evaluate results of research; if proposed changes are approved, incorporate into the 2002 Benchmark I-O Accounts.		
<b>Improved Estimates of State &amp; Local General Government Purchases in the Benchmark I-O Accounts</b>	Work with the Government Division to identify new data sources and estimating methods for estimating State and local general government purchases in the Benchmark I-O Accounts.	Continue working with the Government Division to identify new source data and methods for estimating State and local general government purchases; prepare paper, summarizing results.	Evaluate results of research; if proposed changes are approved, incorporate into the 2002 Benchmark I-O Accounts.		
<b>Quarterly GDP-by-Industry Estimates</b>	Initiate research into methodological options for producing quarterly GDP-by-Industry estimates.	Complete research into methodological options and identify prototype methodologies for producing quarterly GDP-by-Industry estimates.	Develop alternative methodologies for producing quarterly GDP-by-Industry estimates.	Evaluate results of research; if project is approved, begin preparation of first set of quarterly GDP-by-Industry estimates.	Release quarterly GDP-by-Industry estimates.
<b>Improved Advance GDP-by-Industry Estimates</b>	Conduct research to determine the feasibility of providing greater industry detail for the advance GDP-by-Industry estimates.	Evaluate advance estimates for 2003; improve source data used to extrapolate property-type income and indirect business taxes.	Evaluate advance estimates for 2004; improve source data used to extrapolate and deflate nominal gross output for selected industries.	Evaluate advance estimates for 2005; develop and test modified double-deflation method for selected industries.	If project is approved, implement new methodology for expanded and improved advance GDP-by-Industry estimates.
<b>Improved Measures of Real GDP by Industry</b>	Conduct research and develop improved measures of real GDP by industry, including greater consistency of aggregate GDP by industry with real GDP from the NIPAs.	Conduct research to improve measures of real GDP by industry; prepare paper, documenting results.	If proposed changes are approved, develop new procedures for preparing improved real measures of GDP by industry.	Continue developing new procedures for preparing improved real measures of GDP by industry.	Begin incorporating improved real measures into the GDP-by-Industry Accounts for release in the next comprehensive revision.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>INDUSTRY ACCOUNTS—Continued</b>					
<b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>Historical GDP by Industry on a NAICS Basis</b>	Identify, test and evaluate options for converting 1987–97 GDP by industry to a NAICS basis.	If project is approved, release GDP by industry for 1987–97 on a NAICS basis.	Test and evaluate options for converting pre-1987 GDP by industry to a NAICS basis.	If project is approved, release pre-1987 GDP by industry on a NAICS basis.	
<b>Incorporate 2002 Economic Census and Expanded Survey Data into Updates of Annual Industry Accounts</b>	Initiate research into methods for incorporating new statistical data from the 2002 economic census and expanded annual surveys into updates of Annual Industry Accounts.	Establish methodologies for incorporating economic census and annual survey data into updates of Annual Industry Accounts.	Begin incorporating economic census and annual survey data into 2004 update and 2002–03 revisions of Annual Industry Accounts.	Continue incorporating economic census and annual survey data into 2005 update and 2003–04 revisions of Annual Industry Accounts.	
<b>Improved Distribution of Profits to Industries</b>	Contract with Census to develop matrices for converting industry profits from a company basis to an establishment basis for selected years.	Conduct research to evaluate results from using annual conversion matrices to distribute industry profits for the integrated Annual Industry Accounts.	Continue to evaluate results from using annual conversion matrices to distribute industry profits for the integrated Annual Industry Accounts.	If proposed changes are approved, implement into estimating procedures for the integrated Annual Industry Accounts.	Continue to implement required changes for upcoming comprehensive revision of the integrated Annual Industry Accounts.
<b>Improved Estimates of Retail Trade Margins on Products</b>	Conduct research to develop probability-based methods for estimating retail trade margins on products; prepare paper, summarizing results.	Test probability-based methods for estimating retail trade margins on products; prepare paper documenting results. If proposed changes are approved, use method to prepare estimates for the 2002 Benchmark I-O Accounts.			
<b>Improved Consistency of I-O, GDP-by-Industry, and GSP Estimates</b>	Working with READ and NIWD, identify and implement changes needed to make indirect business tax (IBT) estimates more consistent across National, Regional and Industry Accounts; produce preliminary GDP-by-industry and annual I-O estimates based on consistency improvements.	Incorporate changes to IBT in the GDP-by-industry and annual I-O estimates that are consistent with improvements made in the National and Regional Accounts.	Continue making changes to the GDP-by-industry and annual I-O estimates that are consistent with improvements made in the National and Regional Accounts.	Continue making changes to the GDP-by-industry and annual I-O estimates that are consistent with improvements made in the National and Regional Accounts.	Continue making changes to the GDP-by-industry and annual I-O estimates that are consistent with improvements made in the National and Regional Accounts.
<b>Valuation of Industry Output from Producer's Prices to Basic Prices</b>		Conduct research on feasibility of changing valuation of output for the use table in coordination with NIWD.	Develop methodologies for changing valuation in industry accounts; evaluate methodologies.	If proposed changes are approved, develop systems for incorporating changes in industry accounts.	
<b>Annual Employment Estimates</b>	Conduct research into methodological options for integrating employment estimates from the NIPAs with the Annual Industry Accounts.	Develop prototype annual estimates of employment and employment multipliers for 1998–2003.	Release prototype estimates of employment and employment multipliers; if project is approved, produce and publish updated estimates for 2004.	Produce and release updated estimates of employment and employment multipliers for 2005.	Produce and release updated estimates of employment and employment multipliers for 2006.
<b>Annual Business Investment Data (Capital Flow Table)</b>	Conduct research into methodological options for producing estimates of business investment (capital flow table), integrated with the Annual Industry Accounts.	Complete research into methodological options and identify prototype methodologies for producing annual capital flow tables, integrated with the Annual Industry Accounts.	If project is approved, begin development of prototype capital flow tables for 1998–2004.	Release prototype capital flow tables for 1998–2004; if project is approved, prepare updated capital flow estimates for 2005.	Release updated capital flow table for 2005; prepare updated estimates for 2006.
<b>Review and Reconcile Output with Comparable BLS Measures</b>	Work with the Chief Economist to document and explain major differences in manufacturing and nonmanufacturing output measures with those from BLS.	Develop a plan with BLS to harmonize measures of industry output based on completed research.	Work with BLS to implement proposals to harmonize measures of industry output based on completed research.	Continue to work with BLS to implement proposals to harmonize measures of industry output and to produce papers that document these efforts.	
<b>Improved Harmonization of BEA-BLS Input-Output Matrices</b>	Working with the Chief Economist, meet with BLS to understand how the BLS I-O matrices are developed.	If joint project is undertaken, explore the possibility and feasibility of cooperating to construct historical time series of NAICS-based I-O matrices.	Begin construction of the historical time series of NAICS-based I-O matrices if feasibility studies support the project.	Continue construction of the historical time series and newly-released matrices.	Revise the time series of I-O matrices to incorporate any changes to NAICS.
<b>Improved Annual and Quarterly Travel and Tourism Estimates</b>	With external funding from ITA, incorporate the 1997 Benchmark I-O Accounts and 2003 NIPA revisions into the Travel and Tourism Satellite Accounts and release results; develop methodologies for producing quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release annual updates of the Travel and Tourism Satellite Accounts for 1998–2000 and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release annual updates of the Travel and Tourism Satellite Accounts for 2001–2003 and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release annual updates of the Travel and Tourism Satellite Accounts for 2004–2005 and quarterly estimates of tourism commodity sales and tourism industry employment.	Dependent upon the continuation of external funding, release annual updates of the Travel and Tourism Satellite Accounts for 2006 and quarterly estimates of tourism commodity sales and tourism industry employment.
<b>IT Re-engineering</b>		Begin modifying advance GDP-by-industry processing system to accommodate new source data; begin modifying GDP-by-industry processing system to produce pre-1998 GDP by industry on a NAICS basis.	Continue modifying advance GDP-by-industry processing system to accommodate new source data and for producing improved measures of real GDP by industry; continue modifying annual GDP-by-industry processing system to produce pre-1998 estimates on a NAICS basis.		

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>INTERNATIONAL ACCOUNTS</b>					
<b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>Balance of Payments (BOP) Accounts</b>	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.
<b>International Investment Position (IIP) Accounts</b>	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.
<b>Benchmark and Annual Financial and Operating (F&amp;O) Data</b>	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.
<b>International Services</b>	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.	Prepare estimates of international services transactions.
<b>Analyses and Articles</b>	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.	Prepare regular articles and analyses.
<b>Electronic Data Collection and Dissemination</b>	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.	Maintain and update the international accounts Web site and the ASTAR system for electronic reporting.
<b>New Initiatives</b>					
<b>Research Understatement of Goods Trade Estimates and Develop Bias Adjustments</b>	Facilitate Census Bureau's efforts to improve trade data. Explore feasibility of more fully estimating for low value shipments, etc.	Continue working with Census Bureau to address remaining understatements. Consider feasibility and appropriateness of a bias adjustment. Support Census, as appropriate, in issuing a Federal Register notice to make Automated Export System reporting mandatory.	Assess results of prior efforts to improve the trade data. Incorporate a bias adjustment at some level of trade data aggregation, if deemed feasible and appropriate.		
<b>Accelerate Monthly Estimates of U.S. Trade in Goods and Services</b>	Work jointly with Census Bureau to lay the groundwork for an additional two week acceleration of the trade release (so that it may be issued about 30 days after the close of the reference month).	Working jointly with Census Bureau, develop estimation routines to permit an additional two week acceleration of the trade release (so that it is issued about 30 days after the close of the reference month) effective in February 2006 (for the January 2006 data coverage period).	Issue the monthly release 30 days after the close of the reference month, and perform any needed research into improving the accelerated estimates.	Issue the monthly release 30 days after the close of the reference month, and perform any needed research into improving the accelerated estimates.	Issue the monthly release 30 days after the close of the reference month, and perform any needed research into improving the accelerated estimates.
<b>Derivatives</b>	Assist Treasury in designing a new quarterly survey of international derivatives positions and transactions, and in publishing the Federal Register Notice for the survey.	Quarterly surveys are conducted beginning 1Q05; data are assessed for potential inclusion in the international transaction accounts (ITAs).	Surveys results are included as appropriate in the international transactions accounts and international investment position accounts.	Surveys results are included in the accounts.	Surveys results are included in the accounts.
<b>Quarterly Services Surveys</b>	Design and conduct four new quarterly surveys of international services transactions beginning with the first calendar quarter of 2004. Large and volatile categories of services transactions would now be covered quarterly instead of only annually.	Evaluate the quality of the data, incorporate data as appropriate into the accounts, and continue conducting the surveys.	Continue conducting quarterly services surveys and incorporate data into the accounts.	Continue conducting quarterly services surveys and incorporate data into the accounts.	Continue conducting quarterly services surveys and incorporate data into the accounts.
<b>Improve Estimates of Short-Term Claims and Liabilities</b>	Evaluate survey estimates of short-term liabilities (June 2002 measurement date).	Evaluate survey estimates of short-term liabilities (June 2003 measurement date) and claims (December 2003 measurement date).	Evaluate survey estimates of short-term liabilities (June 2004 measurement date) and claims (December 2004 measurement date).	Evaluate survey estimates of short-term liabilities (June 2005 measurement date) and claims (December 2005 measurement date).	Evaluate survey estimates of short-term liabilities (June 2006 measurement date) and claims (December 2006 measurement date).
<b>Institute More Frequent Surveys of Portfolio Investment Assets and Liabilities</b>	Annual portfolio investment surveys of assets (December measurement date, beginning in December 2003) and of liabilities (June measurement date, beginning in 2002) are conducted by Treasury. Incorporate results from June 2002 liability survey into the accounts.	Incorporate results from the annual portfolio investment surveys of liabilities (June 2003 measurement date) and assets (December 2003 measurement date) into the accounts.	Incorporate results from the annual portfolio investment surveys of liabilities (June 2004 measurement date) and assets (December 2004 measurement date) into the accounts.	Incorporate results from the annual portfolio investment surveys of liabilities (June 2005 measurement date) and assets (December 2005 measurement date) into the accounts.	Incorporate results from the annual portfolio investment surveys of liabilities (June 2006 measurement date) and assets (December 2006 measurement date) into the accounts.
<b>Utilize Stratified or Other Sampling Technique</b>	Process the annual (2003) survey of FDIUS using appropriate sampling techniques. Develop plan for sampling in conjunction with the 2005 annual survey of U.S. direct investment abroad.	Incorporate stratified or other sampling techniques into design of the 2005 annual survey of USDIA. Consider feasibility of expanding sampling techniques to other surveys.	Conduct both the FDIUS and USDIA annual surveys using appropriate sampling techniques. If determined feasible, design and/or implement sampling techniques on other international surveys.	Conduct appropriate surveys—including the annual FDIUS and USDIA surveys—using sampling techniques.	Conduct appropriate surveys using sampling techniques.
<b>Expand Services Data Collection (Excluding Quarterly Surveys)</b>	Redesign benchmark survey of financial services.	Conduct redesigned benchmark survey of financial services; broaden services coverage elsewhere, such as "new economy" services, as appropriate.	Redesign the benchmark survey of selected services and intangible assets. Cover transactions with both affiliated and unaffiliated foreign persons on appropriate services survey(s).	Conduct the redesigned survey of selected services and intangible assets. Make appropriate improvements to coverage of other international services.	Make appropriate improvements to coverage of international services. Consider appropriateness of designing a new benchmark survey of international insurance transactions.
<b>Prepare Additional Special Studies</b>	Prepare special studies, such as on supplemental current account measures, international patterns of production and employment by multinational companies, and other topics of interest.	Prepare special studies to extend analyses of International Accounts data. Perform research into updating the report forms, estimates, and articles presenting results of the survey of new foreign direct investment in the United States.	Prepare special studies to extend analyses of International Accounts data. Implement appropriate changes to the report form, estimates, and/or articles presenting results of the survey of new foreign direct investment in the United States.	Prepare special studies to extend analyses of International Accounts data.	Prepare special studies to extend analysis of International Accounts data.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>INTERNATIONAL ACCOUNTS—Continued</b> <b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>Monitor and Contribute to the Work of International Organizations in Updating Statistical Standards</b>	Contribute to work of several technical expert groups involved with updating international statistical standards that are important to BEA's work in the international economic accounts.	Continue contributing to work of the technical expert groups involved with updating international statistical standards, and make substantial progress in resolving key issues.	Continue contributing to the work of the technical expert groups involved with updating international statistical standards, and resolve key issues.	Contribute as appropriate to work of groups involved with updating international statistical standards.	Contribute as appropriate to work of groups involved with updating international statistical standards.
<b>Update Statistical Methods</b>	Evaluate estimates of insurance premium supplements and incorporate as appropriate into the accounts.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.	Make progress in updating statistical methods, with particular attention focused on those areas where BEA practices may deviate from the most recent or expected international recommendations, or where data quality may be improved.
<b>Electronic Data Collection</b>	Implement electronic reporting on annual survey of FDIUS. Allow respondents to the new quarterly surveys of international services to utilize electronic reporting.	Implement electronic reporting on benchmark survey of USDIA and benchmark survey of financial services.	Implement electronic reporting on all international surveys; continue to refine the system.	Continue to offer electronic reporting as an option, and refine it as appropriate.	Continue to offer electronic reporting as an option, and refine it as appropriate.
<b>New and/or More Timely Data on MNC Operations</b>	Explore feasibility of releasing key MNC data earlier, to be able to more fully or more quickly answer complex current economic questions.	If determined feasible, release key MNC data earlier. Explore feasibility of conducting a new survey of MNCs that would permit BEA to more fully or more quickly answer complex current economic questions.	If determined feasible, design a new survey of MNCs to more fully or quickly answer complex current economic questions. Consider collecting financial and operating data from bank parents and affiliates annually instead of once every 5 years.	Obtain OMB approval for a new survey of MNCs, and begin conducting it. If financial and operating data are to be collected from banks annually, design and submit OMB clearance packages to implement this expansion of coverage.	Prepare reports or articles, presenting results from the new survey of MNCs. As necessary, update and revise the survey to cover additional complex current topics. Obtain OMB approval for annual surveys of bank operations.
<b>Supplemental Classifications for Holding Companies</b>		Perform research into feasibility of, and data needs for, a supplemental classification system for foreign affiliate holding companies, and/or of affiliates held by these companies.	If determined feasible, construct experimental estimates of USDIA for foreign affiliate holding companies and/or their affiliates.	If feasible, begin presenting supplemental estimates annually. Share research with the international community.	
<b>Cognitive Redesign of Surveys</b>	Working jointly with contractor, meet with survey respondents to begin improving the design and clarity of BEA's international surveys.	Expand the survey design improvements to additional BEA surveys.	Expand the survey design improvements to additional BEA surveys.		
<b>Interagency Data Sharing Projects</b>	Perform research into feasibility of improving BEA/BLS/Census data via interagency data sharing projects, including a project involving a survey of R&D spending conducted by the Census Bureau for the National Science Foundation.	Identify and work toward conducting additional interagency data sharing projects.	Identify and work toward conducting additional interagency data sharing projects, such as projects to improve the quantity or quality of data on international outsourcing.	Identify and work toward conducting additional interagency data sharing projects.	Identify and work toward conducting additional interagency data sharing projects.
<b>Improvements to Travel Estimates with Credit Card Data</b>	Perform research into feasibility of utilizing data on credit card transactions to improve the Travel estimate in the ITAs.	If credit card data would improve the Travel estimate in the ITAs, propose a method for collecting the data, such as expanding an existing survey or designing a new survey.	Collect data on credit card transactions for use in constructing the Travel estimate in the ITAs.	Continue utilizing credit card data in constructing the Travel estimate in the ITAs.	Continue utilizing credit card data in constructing the Travel estimate in the ITAs.
<b>Improve Estimates of Unaffiliated Services Trade</b>			Consider utilizing partner country data, or designing new sophisticated estimation techniques, to improve the estimates of services imports and exports.	Implement improvements in services trade data estimation techniques.	Maintain and update the methods that were developed to improve the services trade estimates.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>REGIONAL ACCOUNTS</b>					
<b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>Annual/Benchmark State Personal Income (SPI) Including Disposable SPI</b>	Release annual 2003 SPI with NAICS 2002 industries. Release comprehensive revisions 1969 forward.	Release annual 2004 SPI with NAICS 2002 industries. Release comprehensive revisions 1929–68.	Release annual 2005 SPI with NAICS 2002 industries. Publish State Personal Income publication.	Release annual 2006 SPI with NAICS 2002 industries.	Release annual 2007 SPI with NAICS industries.
<b>Annual/Benchmark Gross State Product (GSP)</b>	Prepare benchmark 2002 GSP estimates on 1997 NAICS basis.	Release benchmark GSP estimates 2001–2002 on 1997 NAICS and revised 1977–2000 on SIC. Release annual 2003 and revised 2001–2002 GSP estimates on 1997 NAICS.	Release annual 2004 GSP estimates on NAICS basis. Prepare a draft of a GSP Methodology volume.	Release annual 2005 GSP estimates on NAICS basis. Publish GSP Methodology volume.	Release annual 2006 GSP estimates on NAICS basis.
<b>Quarterly SPI</b>	Release quarterly SPI with NAICS 2002 industries. Release comprehensive revisions 1969 forward.	Release quarterly SPI with NAICS 2002 industries. Complete and release comprehensive revisions 1948–68.	Release quarterly SPI with NAICS 2002 industries.	Release quarterly SPI with NAICS 2002 industries.	Release quarterly SPI with NAICS industries.
<b>Annual and Benchmark Local Area Personal Income (LAPI)</b>	Release annual 2002 LAPI with NAICS 2002 industries. Incorporate new OMB area definitions. Complete and release comprehensive revisions 1969 forward.	Release annual 2003 LAPI with NAICS 2002 industries and new area definitions.	Release annual 2004 LAPI with NAICS 2002 industries and new area definitions.	Release annual 2005 LAPI with NAICS 2002 industries and new area definitions.	Release annual 2006 LAPI with NAICS industries and new area definitions.
<b>Regional Input-Output Multipliers</b>	Prepare and make available 1997 benchmark multipliers on NAICS basis.	Incorporate 2003 national annual I-O table into RIMS.	Incorporate 2004 national annual I-O table and local area data into RIMS.	Incorporate 2005 national annual I-O table and local area data into RIMS.	Incorporate 2006 national annual or benchmark I-O table and local area data into RIMS.
<b>Implement NAICS Regional Program</b>	Begin implementation of NAICS in GSP.	Release 2001–2003 GSP estimates on NAICS basis.	Research extending NAICS-based GSP estimates back in time to 1997.	If research is successful, release NAICS-based GSP estimates back in time to 1997.	If previous research is successful, investigate extending NAICS-based GSP estimates back in time prior to 1997.
<b>New Initiatives</b>					
<b>Accelerate Quarterly State Personal Income</b>	Begin releasing quarterly state personal income one month earlier.				
<b>Accelerate Metropolitan Area Personal Income (MAPI)</b>	Prepare data files and develop and test estimation software to produce preliminary annual MAPI. Research estimating disposable MAPI.	Prepare and evaluate prototype accelerated estimates of preliminary annual 2004 MAPI. Continue researching estimation of disposable MAPI.	Release accelerated estimates of preliminary annual MAPI for 2005. Complete internal report on research into disposable MAPI. If research indicates feasibility, release disposable 2005 MAPI.	Release accelerated estimates of preliminary annual 2006 MAPI and, if feasible, disposable 2006 MAPI. Research and evaluate the quality of the accelerated estimates of preliminary annual MAPI.	Release accelerated estimates of preliminary annual 2007 MAPI and, if feasible, disposable 2007 MAPI. Complete internal report evaluating the quality of the accelerated estimates of preliminary annual MAPI.
<b>Accelerate GSP</b>	Research and evaluate methods and procedures for producing accelerated annual GSP accounts.	Prepare and release prototype advance estimates of total GSP for 2004. Research and evaluate methods and procedures for producing accelerated GSP accounts for NAICS sectors.	Monitor errors and revisions in advance total GSP estimates and modify procedures and/or source data as appropriate. Release prototype advance sector-level GSP for 2004 and advance total GSP for 2005.	Monitor errors and revisions in advance sector-level estimates and modify procedures and/or source data as appropriate. Release advance total GSP for 2006 and advance sector-level GSP for 2005.	Release advance total GSP for 2007 and advance sector-level GSP for 2006.
<b>Accelerate County-Level Personal Income</b>		Document source data schedules and establish partnerships with source data agencies. Research small area estimation techniques. Begin work to identify new computer processes to reduce processing time frame.	Work on new data sources and small area estimation methods for producing selected components of personal income. Identify new computer processes to reduce processing time frame.	Prepare and evaluate prototype accelerated estimates of county personal income for 2005 and 2006.	Release 2006 estimates of county personal income in fall 2007. Prepare and release accelerated estimates of county personal income for 2007.
<b>Develop Revised BEA Economic Areas</b>	Initiate research into revised BEA economic areas.	Develop new BEA economic areas. Publish a Survey article or note describing the new methodology and redefined areas.	Monitor use of new BEA economic areas.	Begin assessing the use of the American Community Survey (ACS) for commuting patterns to be used in future revisions to BEA economic areas.	Continue assessing the use of the ACS for commuting patterns to be used in future revisions to BEA economic areas.
<b>Prepare Pensions Received by State</b>	Draft research article on experimental estimates of pension distributions by state. Continue research into what should be included as pension distributions. Coordinate results within BEA.	Investigate alternative data sources to get more precise estimates of the receipt of pension income by state. Contingent on successful research into pension distributions, release addendum table to SPI.	Contingent on successful research, produce regular estimates of pensions received by state.	Continue to research and evaluate state level sources of pension distributions. Contingent on successful research, continue producing regular estimates of pensions received by state.	Continue to research and evaluate state level sources of pension distributions. Contingent on successful research, continue producing regular estimates of pensions received by state.
<b>Interagency Work: NAICS, North American Product Classification System (NAPCS)</b>	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS.	Continue ECPC staff work on NAICS and NAPCS and publish NAICS 2007 manual.	Continue ECPC staff work on NAICS and NAPCS.
<b>Improve Consistency of I-O, GDP, and GSP</b>	Develop data and computer software needed to implement changes to make taxes on production and imports more consistent across regional, national and industry accounts. Produce preliminary GSP estimates based on consistency improvements.	Research and evaluate alternative data sources, methods and procedures for improving the components of gross operating surplus in GSP, especially corporate profits.	Implement incorporation of alternative data sources, methods and procedures for improving the components of gross operating surplus in GSP especially corporate profits. Evaluate prototype estimates.	Release revised estimates of gross operating surplus and monitor their accuracy. Modify procedures and/or source data as appropriate.	Continue making changes to the GSP estimates that are consistent with improvements made in the national GDP-by-industry and I-O estimates.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

REGIONAL ACCOUNTS—Continued Programs and New Initiatives: FY 2004–FY 2008					
Programs	2004	2005	2006	2007	2008
<b>Prepare Sub-state Gross Product Estimates</b>			Begin investigating bottom-up estimates of metropolitan area and BEA economic area gross product.	Continue research into bottom-up estimates of metropolitan area and BEA economic area gross product.	Contingent on successful research, prepare pilot estimates of metropolitan area and BEA economic area gross product.
<b>Enhancements to RIMS</b>	Develop new RIMS viewer software. Research alternative regionalization methods. Research incorporating the Commodity Flow Survey data to provide interregional feedback effects.	Incorporate new RIMS viewer software. Continue researching alternative regionalization methods. Continue researching use of the Commodity Flow Survey data to provide interregional feedback effects.	If research is successful, adopt new regionalization method and incorporate interregional feedback effects. Research regionalizing the national make and use table rather than the direct requirements table.	Continue to adopt new regionalization method and to incorporate feedback effects. If research is successful, implement regionalization of the national make and use table in RIMS.	Continue to adopt new regionalization method and to incorporate feedback effects. Continue to Implement regionalization of the national make and use table in RIMS.
<b>Interarea Price Indexes</b>	Prepare CPI research database. Develop estimation techniques.	Prepare report on interarea price comparisons for selected goods and areas. Continue to develop estimation techniques.	Prepare and release experimental interarea price indexes for metro areas. Research extending indexes to states and rural areas.	Prepare and release experimental interarea price indexes for metro and state urban areas and, if feasible, for entire states.	Continue to prepare and release experimental interarea price indexes for metro and state urban areas and, if feasible, for entire states.
<b>Incorporate New Source Data</b>	Obtain tabulations of data from IRS information returns for 1999–2000. Begin evaluating use of data for estimates of state and local area personal income.	Continue to evaluate use of IRS information returns data for estimates of state and local area personal income.	Obtain more recent tabulations of IRS information returns data. Develop and test procedures for incorporating these data into estimates of state and local area personal income.	Obtain more recent tabulations of IRS information returns data. Incorporate IRS information returns data into estimates of state and local area personal income.	Obtain more recent tabulations of IRS information returns data. Incorporate IRS information returns data into estimates of state and local area personal income.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>IMPROVEMENTS TO METHODS AND DATA</b> Programs and New Initiatives: FY 2004–FY 2008					
Programs	2004	2005	2006	2007	2008
<b>Program Support</b>	Develop MOU on data sharing with other statistical agencies. Work with Treasury and IRS to expand data sharing prospects with tax return related data, work with SOI to get information return data for Regional program, work with BLS and Census to obtain a consistent business register list.	Expand data sharing opportunities with Census Bureau, Bureau of Labor Statistics and IRS.	Expand data sharing opportunities with Census Bureau, Bureau of Labor Statistics and IRS.	Expand data sharing opportunities with Census Bureau, Bureau of Labor Statistics and IRS.	Expand data sharing opportunities with Census Bureau, Bureau of Labor Statistics and IRS.
<b>External Sessions</b>	Organize sessions to showcase and vet recent BEA research, such as sessions at the Allied Social Science Association (ASSA) and International Association for Research on Income and Wealth (IARIW) meetings.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.	Organize sessions to showcase and vet recent BEA research, such as sessions at ASSA and IARIW.
<b>Research</b>	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.	Support and foster research across BEA, working jointly with program staff.
<b>Maintenance and Improvement of Source Data</b>	Work with BLS to expand coverage of Current Employment Survey (CES) 790 program, begin review of 2002 Economic Census data, work with Census governments divisions to set BEA data priorities, continue working with Census to expand Services Annual Survey (SAS) work with Census to maintain industry detail at the 6 digit NAICS level.	Begin integration of BLS CES 790 expansion, begin work with Census on questionnaire review for 2007 Economic Census, work with Census to expand SAS, set BEA data priorities with Census government division, work on revision to NAICS for 2007, continue development of NAICS.	Continue work with Census on 2007 Economic Census questionnaire, work on revision to NAICS for 2007, continue development of NAPCS.	Continue work with Census on 2007 Economic Census questionnaire, work on revision to NAICS for 2007, continue development of NAPCS.	
<b>Maintaining Quality of Estimates</b>	Maintain Information Quality Guidelines (IQG) and address any concerns. Assist the Regional Division in study of revisions for State Personal Income.	Maintain Information Quality Guidelines (IQG) and address any concerns. Study of revisions in national accounts since previous study.	Maintain Information Quality Guidelines (IQG) and address any concerns. Revision paper for the national accounts.		
<b>Conduct Research for Satellite Accounts such as R&amp;D</b>	Undertake innovative research by constructing experimental satellite accounts, finalize R&D paper for publication.	Undertake innovative research by constructing experimental satellite accounts, begin construction of a household production account and update R&D account.	Undertake innovative research by constructing experimental satellite accounts, write a paper on the household production accounts.	Undertake innovative research by constructing experimental satellite accounts, explore the construction of other accounts such as a consumer durables account.	Undertake innovative research by constructing experimental satellite accounts, explore the construction of other accounts such as a consumer durables account.
<b>Liaison with Research Community</b>	Maintain contacts with the research community, fund research of interest to BEA when budget allows.	Maintain contacts with the research community, fund research of interest to BEA when budget allows.	Maintain contacts with the research community, fund research of interest to BEA when budget allows.	Maintain contacts with the research community, fund research of interest to BEA when budget allows.	Maintain contacts with the research community, fund research of interest to BEA when budget allows.
<b>Advisory Committees</b>	Seek expert advice from experts through meetings of the BEA Advisory and Federal Economic Statistics Advisory Committee (FESAC), a joint BEA, BLS, and Census committee.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC.	Seek expert advice from experts through meetings of the BEA Advisory and FESAC.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>MANAGEMENT</b>					
<b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>Enhancing and Sustaining BEA's Data Dissemination Program</b>					
<b>External Communication</b>	Develop strategy for enhanced communications and outreach to customers and users. Develop integrated plan to operationalize strategy. Begin implementation of plan.	Continue implementation of communications plan.	Continue implementation of communications plan. Evaluate effectiveness of communications strategy and plan. Identify specific improvements.	Implement improvements identified in FY 2006 evaluation. Increase integrated outreach efforts to all customers, stakeholders and partners.	Continue implementation of communications plan. Evaluate effectiveness of communications strategy and plan. Identify specific improvements.
<b>Customer Satisfaction Survey</b>	Obtain OMB approval for continued use of survey instrument. Conduct FY 2004 customer survey. Develop action plan and take action on results of FY 2003 survey. Provide feedback to survey respondents.	Develop action plan and take action on results of FY 2004 survey. Provide feedback to survey respondents. Conduct FY 2005 customer survey.	Develop action plan and take action on results of FY 2005 survey. Provide feedback to survey respondents. Conduct FY 2006 customer survey.	Develop action plan and take action on results of FY 2006 survey. Provide feedback to survey respondents. Conduct FY 2007 customer survey.	Develop action plan and take action on results of FY 2007 survey. Provide feedback to survey respondents. Conduct FY2008 customer survey.
<b>Web Access and Usability</b>	Increase availability of BEA products on the Web. Increase usability of Web products. Move to Web as primary medium of dissemination.	Conduct usability testing. Continue with increased availability of BEA products on the Web.	Implement results of FY 2005 usability testing. Continue with increased availability of BEA products on the Web.	Conduct usability testing. Continue with increased availability of BEA products on the Web.	Implement results of FY 2007 usability testing. Continue with increased availability of BEA products on the Web.
<b>Web Management</b>	Perform routine updates to the Web site per established procedures. Initiate periodic meetings with representatives from each program area to identify Web service improvements. Implement improvements.	Conduct a survey of internal BEA customers to assess the effectiveness of Web services. Continue periodic meetings with program areas. Implement improvements. Continue to perform routine updates to the Web site.	Act on results of internal survey. Conduct a comprehensive review of the effectiveness of Web procedures. Continue periodic meetings with program areas. Implement improvements. Continue to perform routine updates to the Web site.	Act on results of procedures review. Continue periodic meetings with program areas. Implement improvements. Continue to perform routine updates to the Web site.	Continue periodic meetings program area to identify Web service improvements; implement improvements. Continue to perform routine updates to the Web site.
<b>Survey of Current Business</b>	Conduct evaluation of the presentation and content of the SURVEY OF CURRENT BUSINESS. Review publication process and procedures for efficiency and effectiveness.	Evaluate recommendations and begin implementing improvements to SURVEY OF CURRENT BUSINESS identified in FY 2004 evaluation. Begin implementing improvements in the publication process.	Complete implementation of improvements to the content of the SURVEY OF CURRENT BUSINESS. Complete improvements in the publication process and procedures.	Conduct evaluation of the presentation and content of the SURVEY OF CURRENT BUSINESS.	Implement improvements to SURVEY OF CURRENT BUSINESS identified in FY 2007 evaluation.
<b>Publications and Products</b>	Review and enhance presentation of other BEA publications. Ensure a consistent "look and feel" to BEA products.	Continue enhancements to BEA publications and products as identified in FY 04 review.	Review and enhance presentation of other BEA publications. Ensure a consistent "look and feel" to BEA products.	Continue enhancements to BEA publications and products as identified in FY 06 review.	Review and enhance presentation of other BEA publications. Ensure a consistent "look and feel" to BEA products.
<b>Advisory Committee Management</b>	Conduct BEA advisory committee meetings. Review procedures and processes for improvements to process. Review member appointment terms.	Implement improvements identified in FY 04 review to advisory committee process. Conduct BEA advisory committee meetings. Renew committee charter. Review member appointment terms.	Conduct BEA advisory committee meetings. Review procedures and processes for improvements to process. Review member appointment terms.	Implement improvements identified in FY 06 review to advisory committee process. Conduct BEA advisory committee meetings. Renew committee charter. Review member appointment terms.	Conduct BEA advisory committee meetings. Review procedures and processes for improvements to process. Review member appointment terms.
<b>Assessing and Improving BEA's Organizational Climate</b>					
<b>Organizational Assessment</b>	Publish and act on results of the FY 2003 survey results, implement survey recommendations.	Conduct FY 2005 employee survey. Publish and begin action on survey results.	Implement approved FY 2005 survey recommendations.	Conduct FY 2007 employee survey. Publish and begin action on survey results.	Implement approved FY 2007 survey recommendations.
<b>Sustaining and Enhancing BEA's Human Resources Management Function</b>					
<b>Human Resources Management Function</b>	Work with service provider to establish a full-time "satellite" HR office at BEA and develop more relevant performance measures.	Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.	Evaluate the effectiveness of HR servicing against performance measures. Work with HR provider as necessary for improvements.
<b>Sustaining and Enhancing Workforce Development</b>					
<b>Workforce Core Competencies</b>	Implement workforce development strategies based of core competency assessments of support staff.	Develop strategies for economists and accountants based on core competencies.	Implement strategies for economist and accountants and develop strategies for the remaining workforce based on core competencies.	Implement strategies for the remaining workforce based on core competencies.	Conduct a comprehensive evaluation of strategies based on core competencies.
<b>Workforce Development Program</b>	Conduct comprehensive assessment of workforce development and training programs and develop and begin implementation of new program.	Continue implementing workforce development program.	Evaluate effectiveness of workforce development program.	Implement improvements to workforce development program identified in FY 06 evaluation.	Evaluate effectiveness of workforce development programs.
<b>Sustaining and Enhancing Recruitment and Retention Efforts</b>					
<b>Succession Planning</b>	Implement succession plan.	Evaluate effectiveness of succession planning efforts.	Develop further improvements to succession planning based on FY 05 evaluation.	Evaluate effectiveness of succession planning efforts.	Develop further improvements to succession planning based on FY 07 evaluation.
<b>Recruitment Efforts</b>	Evaluate effectiveness of recruitment efforts.	Implement improvements to recruitment efforts identified in FY 04 evaluation.	Evaluate effectiveness of recruitment efforts.	Implement improvements to recruitment efforts identified in FY 06 evaluation.	Evaluate effectiveness of recruitment efforts.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>MANAGEMENT—Continued</b> Programs and New Initiatives: FY 2004–FY 2008					
Programs	2004	2005	2006	2007	2008
<b>Employee Retention</b>	Evaluate effectiveness of retention efforts.	Implement improvements to retention efforts identified in FY 04 evaluation.	Evaluate effectiveness of retention efforts.	Implement improvements to retention efforts identified in FY 06 evaluation.	Evaluate effectiveness of retention efforts.
<b>Quality of Work Life Program</b>	Develop and implement comprehensive quality of work life program.	Evaluate effectiveness of quality of work life program.	Implement improvements to quality of work life program identified in FY 05 evaluation.	Evaluate effectiveness of quality of work life program.	Implement improvements to quality of work life program identified in FY 07 evaluation.
<b>Sustaining and Enhancing Workforce Safety and Security</b>					
<b>Safety and Security Programs</b>	Evaluate effectiveness of safety and security programs.	Implement improvements to safety and security program identified in FY 2004 evaluation.	Evaluate effectiveness of safety and security programs.	Implement improvements to safety and security program identified in FY 2006 evaluation.	Evaluate effectiveness of safety and security programs.
<b>Occupant Emergency Plan</b>	Revise the Occupant Emergency Plan (OEP) to incorporate recent changes to workplace safety issues.	Review the OEP for and evaluate effectiveness of the plan.	Implement improvements to OEP in FY 2005 evaluation.	Review the OEP for and evaluate effectiveness of the plan.	Implement improvements to OEP in FY 2007 evaluation.
<b>Continuity of Operations Plan</b>	Review Continuity of Operations Plan (COOP) for effectiveness and conduct testing as required by plan. Develop employee check in system.	Implement employee check in system and implement improvements to COOP identified in FY 2004 review.	Evaluate effectiveness of the COOP.	Implement improvements to COOP identified in FY 2006 evaluation.	Evaluate effectiveness of the COOP.
<b>Physical Security</b>	Evaluate physical security measures to ensure workplace safety.	Implement improvements to physical security measures identified in FY 2004 review.	Evaluate physical security measures to ensure workplace safety.	Implement improvements to physical security measures identified in FY 2006 review.	Evaluate physical security measures to ensure workplace safety.
<b>Sustaining and Enhancing BEA's Financial Management</b>					
<b>Budget Execution</b>	Integrate budget execution processes to provide better information and service to managers.	Review budget execution processes.	Implement improvements to budget execution processes identified in FY 05 review.	Review budget execution processes.	Implement improvements to budget execution processes identified in FY 2007 review.
<b>Budget Formulation</b>	Prepare FY 2005 BEA President's budget submission. Prepare FY 2006 Secretarial and OMB budget submissions.	Prepare FY 2006 BEA President's budget submission. Prepare FY 2007 Secretarial and OMB budget submissions.	Prepare FY 2007 BEA President's budget submission. Prepare FY 2008 Secretarial and OMB budget submissions.	Prepare FY 2008 BEA President's budget submission. Prepare FY 2009 Secretarial and OMB budget submissions.	Prepare FY 2009 BEA President's budget submission. Prepare FY 2010 Secretarial and OMB budget submissions.
<b>Management Information System</b>	Expand Management Information System (MIS) to include human resources, procurement and other financial management data.	Fully deploy expanded MIS to bureau managers.	Evaluate MIS system for effectiveness.	Implement MIS improvements identified in FY 2006 review.	Evaluate MIS system for effectiveness.
<b>Updating and Better Focusing Existing Programs</b>					
<b>Program Assessment Rating Tool</b>	Evaluate effectiveness of BEA programs for FY 2003 using OMB's Program Assessment Rating Tool (PART).	Implement improvements to BEA programs using FY 2003 PART results from OMB. Evaluate effectiveness of BEA programs for FY 2004 using PART.	Implement improvements to BEA programs using FY 2004 PART results from OMB. Evaluate effectiveness of BEA programs for FY 2005 using PART.	Implement improvements to BEA programs using FY 2005 PART results from OMB. Evaluate effectiveness of BEA programs for FY 2006 using PART.	Implement improvements to BEA programs using FY 2006 PART results from OMB. Evaluate effectiveness of BEA programs for FY 2007 using PART.
<b>Sustaining and Enhancing the Administrative and Support Programs</b>					
<b>Internal Procurement Operations</b>	Improve procurement services to BEA customers by integrating the procurement and budget functions to provide for seamless procurement actions.	Review internal procurement services operation for areas of improvement. Review internal procurement obligation system (BOATS) for further refinements.	Implement improvements identified in FY 2005 review of procurement operations and BOATS.	Review internal procurement service operation for areas of improvement.	Implement improvements identified in FY 2007 review of procurement operations.
<b>External Procurement Services</b>	Work with current external procurement services provider to improve procurement services. Implement performance measures with service provider.	Review level of procurement services, if service has not improved, seek options for other procurement service providers.	Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner.	Review level of procurement services from external service provider. Implement measures for improvement if appropriate.	Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner.
<b>One-Stop Servicing</b>	Develop plan to integrate support services for internal one-stop servicing.	Implement plan for internal one-stop servicing.	Review one-stop servicing operations for areas of improvement.	Implement improvements identified in FY 2006 review.	Review one-stop servicing operations for areas of improvement.
<b>Building Services</b>	Review building services providing to identify improvements to workplace environment.	Implement improvements identified in FY 2004 review.	Review building services providing to identify improvements to workplace environment.	Implement improvements identified in FY 2006 review.	Review building services providing to identify improvements to workplace environment.

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>INFORMATION TECHNOLOGY</b> Programs and New Initiatives: FY 2004–FY 2008					
Programs	2004	2005	2006	2007	2008
<b>Efficient Management of IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives</b>					
<b>IT Planning</b>	Update Strategic Information Technology Plan and BEA Strategic Plan (FY 2004–FY 2008). Update IT Operational Plan.	Update Strategic Information Technology Plan and BEA Strategic Plan (FY 2005–FY 2009). Update IT Operational Plan.	Update Strategic Information Technology Plan and BEA Strategic Plan (FY 2006–FY 2010). Update IT Operational Plan.	Update Strategic Information Technology Plan and BEA Strategic Plan (FY 2007–FY 2011). Update IT Operational Plan.	Update Strategic Information Technology Plan and BEA Strategic Plan (FY 2008–FY 2012). Update IT Operational Plan.
<b>IT Architecture</b>	Update FY 2004 IT architecture, BEA Technical Reference Model, and Software Standards Model.	Update FY 2005 IT architecture, BEA Technical Reference Model, and Software Standards Model.	Update FY 2006 IT architecture, BEA Technical Reference Model, and Software Standards Model.	Update FY 2007 IT architecture, BEA Technical Reference Model, and Software Standards Model.	Update FY 2008 IT architecture, BEA Technical Reference Model, and Software Standards Model.
<b>Commerce Chief Information Officer</b>	Liaison with DOC CIO and prepare reports such as OMB's Circular A–11, Exhibit 53 and Exhibit 300 for the FY 2006 budget submission.	Liaison with DOC CIO and prepare reports such as OMB's Circular A–11, Exhibit 53 and Exhibit 300 for the FY 2007 budget submission.	Liaison with DOC CIO and prepare reports such as OMB's Circular A–11, Exhibit 53 and Exhibit 300 for the FY 2008 budget submission.	Liaison with DOC CIO and prepare reports such as OMB's Circular A–11, Exhibit 53 and Exhibit 300 for the FY 2009 budget submission.	Liaison with DOC CIO and prepare reports such as OMB's Circular A–11, Exhibit 53 and Exhibit 300 for the FY 2010 budget submission.
<b>IT Training</b>	Develop IT training plan with stakeholders input. Provide necessary IT training to Bureau staff.	Develop IT training plan with stakeholders input. Provide necessary IT training to Bureau staff.	Develop IT training plan with stakeholders input. Provide necessary IT training to Bureau staff.	Develop IT training plan with stakeholders input. Provide necessary IT training to Bureau staff.	Develop IT training plan with stakeholders input. Provide necessary IT training to Bureau staff.
<b>IT Security</b>	Conduct IT Security Maturity Model Self Assessment for FY 2004.	Conduct IT Security Maturity Model Self Assessment for FY 2005.	Conduct IT Security Maturity Model Self Assessment for FY 2006.	Conduct IT Security Maturity Model Self Assessment for FY 2007.	Conduct IT Security Maturity Model Self Assessment for FY 2008.
	Conduct FY 2004 IT Security Awareness Training.	Conduct FY 2005 IT Security Awareness Training.	Conduct FY 2006 IT Security Awareness Training.	Conduct FY 2007 IT Security Awareness Training.	Conduct FY 2008 IT Security Awareness Training.
	Complete FY 2004 Contract for Penetration Testing of BEA Network.	Complete FY 2005 Contract for Penetration Testing of BEA Network.	Complete FY 2006 Contract for Penetration Testing of BEA Network.	Complete FY 2007 Contract for Penetration Testing of BEA Network.	Complete FY 2008 Contract for Penetration Testing of BEA Network.
	Conduct monthly vulnerability scanning of network infrastructure.				
	Maintain and revise IT/Intranet Security documentation as needed.	Maintain and revise IT/Intranet Security documentation as needed.	Maintain and revise IT/Intranet Security documentation as needed.	Maintain and revise IT/Intranet Security documentation as needed.	Maintain and revise IT/Intranet Security documentation as needed.
<b>Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs</b>					
<b>Office Automation Software</b>	Begin upgrades to OS, Office Automation Suite, and Desktop Management System.	Complete upgrades to OS, Office Automation Suite, and Desktop Management System.	Research OS, Office Automation Suite, and Desktop Management System upgrades.	If approved, upgrade OS, Office Automation Suite, and Desktop Management System.	Research OS, Office Automation Suite, and Desktop Management System upgrades.
<b>COTS Software</b>	Upgrade/add various COTS software as needed.				
<b>STATS (GDP) System</b>	Develop and parallel test product-side STATS for current estimate.	Enhance STATS and extend technology to component systems, as appropriate.	Upgrade STATS and extend technology to component systems, as appropriate.	Upgrade STATS and extend technology to component systems, as appropriate.	Upgrade STATS and extend technology to component systems, as appropriate.
<b>Regional Systems</b>	Complete Gross State Product (GSP) documentation.	If necessary, enhance/redesign GSP system.	Continue Regional system redesign (as necessary).	Continue Regional system redesign (as necessary).	Continue Regional system redesign (as necessary).
	Upgrade Regional Input-Output Modeling System (RIMS) viewer.	If necessary, enhance/redesign GSP system.	Continue Regional system redesign (as necessary).	Continue Regional system redesign (as necessary).	Continue Regional system redesign (as necessary).
<b>Automated Survey Transmission and Retrieval (ASTAR) System</b>	Develop 4 new quarterly surveys in ASTAR and Enhance ASTAR for appropriate IID/BPD surveys.	Enhance ASTAR for appropriate IID/BPD surveys.	Enhance ASTAR for appropriate IID/BPD surveys.	Enhance ASTAR for appropriate IID/BPD surveys.	Enhance ASTAR for appropriate IID/BPD surveys.
<b>Industry System</b>	Upgrade/enhance Industry accounts systems.	Upgrade/enhance Industry accounts systems.	Upgrade/enhance Industry accounts systems.	Support Industry Accounts Systems.	Support Industry Accounts Systems.
<b>FAME &amp; Econometric/Statistical Software</b>	Continue conversion to FAME.	Continue conversion to FAME.	Continue conversion to FAME.	Upgrade econometric/statistical analysis tools.	Continue upgrade of econometric/statistical analysis tools, if necessary.
<b>International Systems Modernization</b>	Complete requirements analysis and system modernization study of International Accounts system. Begin re-engineering.	Continue redesigning international systems.	Continue redesigning International systems.	Support International systems.	Support International systems.
<b>Upgrade BRDPI Survey</b>	Develop Electronic survey data collection for the Government Division's BRDPI survey.	Enhance eSurvey data collection.			

## BEA Strategic Plan for FY 2004–FY 2008, Detailed Table

<b>INFORMATION TECHNOLOGY—Continued</b> <b>Programs and New Initiatives: FY 2004–FY 2008</b>					
Programs	2004	2005	2006	2007	2008
<b>Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data</b>					
<b>Database</b>	Maintain and update database structure and platform standards and principles.	Maintain and update database structure and platform standards and principles.	Maintain and update database structure and platform standards and principles.	Maintain and update database structure and platform standards and principles.	Maintain and update database structure and platform standards and principles.
	Apply database structure and platform standards and principles to application re-engineering efforts.	Apply database structure and platform standards and principles to application re-engineering efforts.	Apply database structure and platform standards and principles to application re-engineering efforts.	Apply database structure and platform standards and principles to application re-engineering efforts.	Apply database structure and platform standards and principles to application re-engineering efforts.
<b>Web Applications</b>	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.
	Revise and maintain BEA Intranet homepage.	Revise and maintain BEA Intranet homepage.	Revise and maintain BEA Intranet homepage.	Revise and maintain BEA Intranet homepage.	Revise and maintain BEA Intranet homepage.
	Implement NIPA Benchmark Revision Review site.	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.	Upgrade Web applications.
<b>Maintain Infrastructure to Ensure Reliability and Security</b>					
<b>Virus Protection Software</b>	Upgrade virus protection software pending evaluation outcome.	Evaluate virus protection and related software.	Upgrade virus protection and related software pending evaluation outcome.	Evaluate virus protection and related software.	Upgrade virus protection and related software pending evaluation outcome.
<b>Voice Mail System</b>	Investigate an upgrade to voice mail (Cisco–Unity) after the telephone system is in place.	If approved, upgrade voice mail system.	Investigate upgrade voice mail system.	If approved, upgrade voice mail system.	Investigate upgrade voice mail system.
<b>Desktop &amp; Laptop</b>	Replace 1/3 desktop and 1/3 laptop computers.	Replace 1/3 desktop and 1/3 laptop computers.	Replace 1/3 desktop and 1/3 laptop computers.	Replace 1/3 desktop and 1/3 laptop computers.	Replace 1/3 desktop and 1/3 laptop computers.
<b>Printers</b>	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.	Replace 1/3 network and personal printers.
<b>Mobile Technology</b>	Continue to investigate new mobile technology compatible with the current and new e-mail systems.	Continue investigation to include support for a wider array of mobile devices.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.	Continue to investigate and implement new mobile technology.
<b>Phone System</b>	Implement new phone system.	Upgrade phone system.	Upgrade phone system.	Evaluate phone system.	If necessary, implement phone system enhancements.
<b>HelpDesk</b>	Investigate new HelpDesk Tracking System Software.	If approved, implement new HelpDesk Tracking System Software.	Maintain HelpDesk Tracking System Software.	Investigate new HelpDesk Tracking System Software.	If approved, implement new HelpDesk Tracking System Software.
<b>Network Servers</b>	Complete planned server upgrades/consolidation and implement upgrade to LAN operating system.	Research VLAN options and make recommendations. Replace up to 30% of LAN server hardware.	If approved, develop VLAN prototype. Research file server and operating system upgrades.	If approved, implement file server and operating system upgrades and VLAN.	Replace up to 30% of LAN server hardware.
<b>Network Bandwidth</b>	Investigate additional bandwidth for Bureau Internet access.	If accepted, implement higher bandwidth access to the desktop.	Investigate higher bandwidth access to the desktop.	If accepted, implement higher bandwidth access to the desktop.	Investigate higher bandwidth access to the desktop.
<b>Firewall System</b>	Upgrade perimeter security infrastructure and research new Intrusion Detection Systems (IDS) solutions and recommend alternatives.	Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	If accepted, implement the upgrades to perimeter firewalls and security systems.	Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	If accepted, implement the upgrade to perimeter firewalls and security systems.
<b>Remote Access</b>	Review LAN remote access capabilities and recommend upgrade alternatives.	If accepted, upgrade remote access infrastructure.	Review LAN remote access capabilities for possible upgrade.	If accepted, upgrade remote access infrastructure.	Review LAN remote access capabilities for possible upgrade.
<b>E-mail System</b>	Begin process to migrate the e-mail System to Microsoft Exchange and Outlook.	Complete Microsoft Exchange e-mail upgrade.	Evaluate/prototype new messaging technologies.	If approved, procure and implement messaging software.	Research new messaging technologies.
<b>Disaster Recovery Systems</b>	Test and upgrade disaster recovery services to meet expanding Bureau needs.	Test and upgrade disaster recovery services to meet expanding Bureau needs.	Test and upgrade disaster recovery services to meet expanding Bureau needs.	Test disaster recovery services to meet expanding Bureau needs.	Test and upgrade disaster recovery services to meet expanding Bureau needs.
<b>LAN Backup System</b>	Plan and integrate backup system with new SAN/OS implementation.	Enhance/replace the tape backup system if necessary.	Investigate enhancement or replacement to the tape backup system.	Enhance/replace the tape backup system if necessary.	Investigate enhancement or replacement to the tape backup system.
<b>WebCasting</b>	Research WebCast capabilities at BEA and recommend alternatives.	If approved, implement WebCast capabilities.	Support WebCast operations and enhance as necessary.	Support WebCast operations and enhance as necessary.	Support WebCast operations and enhance as necessary.
<b>Web Servers</b>	Upgrade software and operating systems on the BEA Internet site.	Upgrade software and operating systems on the BEA Intranet site.	Upgrade software and operating systems on the BEA Internet site.	Upgrade software and operating systems on the BEA Intranet site.	Upgrade software and operating systems on the BEA Internet site.
<b>Application and Database Servers</b>	Test and implement hardware and operating system upgrades for the application/database servers.	If necessary, upgrade database application servers.	Review and assess database application servers for upgrade.	If necessary, upgrade database application servers.	Review and assess database application servers for upgrade.
<b>Data Storage</b>	Implement SAN storage capability.	Add storage capacity to the SAN system.	Investigate upgrade/replacement of SAN capabilities to meet growing needs.	If necessary, upgrade SAN capabilities.	Expand LAN space allocations based on current need.