

Bureau of Economic Analysis Strategic Plan

2008-2012

BEA's Strategic Plan 2008-2012

Director's Note

Strategic planning has proven to be an important catalyst for BEA. The early planning processes sparked a new era of customer outreach at BEA, exemplified today by our frequent contact with an Advisory Committee made up of expert users, by our regular implementation and evaluation of a Customer Satisfaction Survey, and by our emphasis on an accessible Web site that facilitates communication. Planning has also allowed BEA to successfully prioritize the many initiatives to improve the economic accounts in a cost-effective manner. Thus, in an era of tightening resources, BEA has kept pace with the economy by developing a satellite account for research and development, by implementing recommendations designed to improve the accuracy of international trade data and address issues related to offshoring, and by conducting research on satellite accounts to focus on healthcare statistics. And perhaps most important of all, strategic planning has helped BEA focus on its most essential resource—our staff. Every section of the strategic plan charges BEA with the important task of training and developing its staff, and providing meaningful work assignments.

The Mission

These successes, among many others, fulfill BEA's mission—one that has not changed in the time since its first strategic plans were released: BEA strives to promote a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic accounts data possible in an objective and cost-effective manner.

The Challenges

But while its mission hasn't changed, the challenges BEA faces have. At one time, BEA enjoyed stable or even increasing budgets and a workforce well-populated by the baby-boom. And while changes in the economy were significant and rapid, they were also largely observable—and therefore measurable. As the economy's roots in agriculture and manufacturing made room for technology and services, BEA's accounts did the same.

Today, BEA strives to measure an economy that is not only changing, but is becoming less measurable as the importance of intangibles continues to grow. As we seek to measure the new "knowledge economy" without diminishing the accounts' accuracy, we continue our efforts to integrate BEA's accounts with those provided by other statistical agencies. And as we work, our resources tighten and much of our staff nears retirement.

The Plan

With these challenges ahead, BEA presents its Strategic Plan for 2008 through 2012. Its importance to BEA can not be understated: It is the map that prioritizes our goals and keeps us focused on the path toward them, while never losing sight of the needs and goals of our staff. As we continue on this path, as always, we welcome your comments.

Steve Landefeld

Director

Bureau of Economic Analysis



BEA's Strategic Plan 2008-2012:

The Highlights

BEA's Strategic Plan for 2008-2012 is made up of 178 detailed milestones—each of which is designed to help BEA fulfill its mission to provide timely, accurate, and relevant economic statistics in a cost-effective manner. Here are just a few of the highlights:

The Core Statistics

BEA's top priority is always the accuracy and timeliness of its most critical estimates, such as GDP, personal income, GDP-by-industry, and the international investment position. Milestones throughout the plan emphasize the preparation and release of these indispensable statistics. See milestones 1.7-1.9, 2.5-2.9, 3.12-3.15, and 4.13-4.19

Improve the Estimates

- Introduce “flexible annual revisions” to allow more frequent updating of the estimates (*milestone 1.6 and 2.4*).
- Improve the integration of the NIPAs and the Industry accounts by developing more accurate and more consistent estimates (*milestones 1.20 and 2.18*).
- Redesign and improve the accuracy and efficiency of BEA surveys through consolidation and expansion of statistical sampling (*milestones 3.16-3.21*)
- Accelerate the release of metropolitan area and county-level personal income estimates (*milestones 4.20-4.21*)
- Improve efficiency by updating, upgrading, or replacing processing systems (*milestones 7.32-7.35*).

Keep Pace with the Economy

- Incorporate R&D estimates into the 2007 benchmark I-O and annual industry accounts, the NIPAs; the regional income and products estimates, and the U.S. balance of payments accounts (*milestones 1.11, 2.12, and 4.26*).
- Develop satellite accounts for innovation and healthcare, and ensure consistency across BEA and with the statistical community (*milestones 1.18 and 5.5*).
- Develop prototype alternative measures of income and pension receipts by state (*milestone 4.23*).
- Continue program to improve international transactions estimates to address offshoring (*milestones 3.17-3.20*).

Develop Future Leaders

- Improve and expand training programs and cross-divisional opportunities (*milestones 1.4, 2.2, 3.7, 4.5*).
- Conduct, evaluate, and respond to challenges identified by the Organizational Assessment Survey (*milestone 6.13*)
- Improve the Quality of Work Life and Workforce Development Programs (*milestone 6.14 and 6.15*).

Help Our Customers

- Provide a “one-stop-shop” for NIPA methodologies (*milestone 1.2*).
- Expand external researchers' access to BEA micro data (*milestone 3.5*)
- Implement interactive regional mapping for personal income (*milestone 4.3*)
- Expand outreach to improve customer understanding of accounts (*milestones 1.1, 2.1, 3.4, 4.1, 6.8, 6.12*). ■



BEA's Strategic Plan 2008-2012:

Reading Between the Lines

BEA's strategic plan is more than a long "to-do" list. In—and between—the lines of the plan are reflected the challenges BEA must overcome, its best efforts to do just that, and an awareness that successfully producing the statistics this year doesn't ensure success in the future.

Encore! Repeat Appearances Reveal BEA's Challenges

A glance through the plan shows that each program area (national, industry, international, and regional accounts) and supporting area (administrative and communication services and information technology), includes milestones that focus on employee training or development, on "IT" or "processing" systems, and on research, evaluation, and improvement of the statistics. These repeat appearances suggest efforts to surmount a growing challenge. The challenges reflected in this plan include:

Measure the Immeasurable: The U.S. economy is constantly changing. To reflect these changes in the accounts, BEA must be quick to recognize and understand them. BEA is currently challenged to reflect the importance of "intangibles" such as knowledge and experience in the accounts.

Avoid the Brain-Drain--Build Future Leaders: As much of BEA's senior staff nears retirement age, BEA is experiencing firsthand the importance of institutional knowledge and experience. BEA is devoting itself to the preparation of a new generation of cutting-edge experts and leaders.

Manage for efficiency: As budgets tighten, BEA must reap the maximum benefits of technology and other cost-saving operating procedures to allow its staff to excel with less.

Not Just A Pretty Face: The Format Has Meaning

A glance at the format of the plan reveals that each area's milestones are organized into four groups labeled "customers," "employees," management," and "statistics."

These "strategic objectives" serve to guide BEA's planning and operations and define what BEA seeks to accomplish. But like the milestones, these objectives also reflect something more fundamental: Producing the statistics—however successfully—is not enough to fulfill our mission. These objectives are designed not only to reach program-specific goals, but to prepare us for the future. In this way, we will surmount our challenges.

Customers: Our statistics are only as useful as our customers' ability to access, use, and understand them. These milestones are designed to make BEA's economic accounts and services more responsive to the needs of its customers and partners now, and to instill in BEA staff an awareness of potential future innovations for customer outreach and communication.

Employees: We will continue to rank as the world's leading statistical agency only if our staff is prepared to lead BEA into the future. These milestones are designed to attract, develop, and retain a highly qualified, diverse workforce—one that is able to innovate and improve BEA's statistics.


Management: BEA's leaders guide and support all of BEA's efforts: They must provide the advance research for improving the accounts and they must keep pace with technological or other advances to improve efficiency. These milestones are designed to allow BEA to excel with fewer resources.

Statistics: Our statistics will reflect changes in the economy only if we work continuously to make them do so. These milestones are designed to upgrade BEA's economic statistics by providing alternative or expanded accounts, by improving statistical methodologies and source data, and by using new technologies.

The Devil is in the Details: Achieving Our Objectives

A close read of the plan provides the detail—how, exactly, BEA plans to successfully fulfill its mission both now and in the future. Each of the 178 milestones reflects the daily work that is devoted—within BEA's "base programs" as well as its "budget initiatives"—to producing the best economic statistics possible.

Base Program Milestones: BEA's base programs are those that are and will always be at the core of BEA's mission—the preparation of GDP and the other economic accounts and the various improvements planned for them, as well as the



development of the staff and technological resources required for normal operations. The base program milestones make up the bulk of the strategic plan; they are BEA's top priority and the key requirement for BEA's current and future success. Base program milestones primarily include:

- **Preparation and release of estimates:** There are several milestones for each program area devoted to the regular preparation and release of timely and accurate base program statistics.
- **Improvement and innovation:** Each area includes sections for improvement, acceleration, or enhancements of the base program statistics.
- **Management, staff, and technology:** Each area addresses regular issues associated with efficient management, staff recruitment and training, and technological advances.

Budget Initiative Milestones: “Budget initiatives”—new activities which require additional, and specifically-designated funding—are also important for BEA's future success, as they allow BEA to engage in advance exploration of alternative or remodeled accounts necessary to reflect the changing economy. These initiatives have been designed to meet the needs of data users for new or alternative measures of the economy as it changes.

For instance, the 2008-2012 strategic plan detailed in the following table reflects budget initiatives for:

- **Expansion of Regional Data:** Additional funding has been provided to allow BEA to develop and publish gross metropolitan product data and accelerate the availability of county-level income data. This initiative will be especially useful for state and local officials and economic development organizations.
- **Preparation of R&D and innovation accounts:** Though this initiative was not funded in BEA's 2008 budget, funding has been requested for future years. Since 2004, the National Science Foundation (NSF) has been providing funding to BEA; these resources have allowed us to begin developing these important statistics. As it is critical for BEA's customers, the related activities are included as milestones in the future years of the plan. The initiative reflects BEA's commitment to better measuring the 21st century knowledge economy to accurately report a comprehensive picture of the U.S. economy.
- **Development of More Accurate and Comprehensive Measures of the Health Sector in GDP:** This initiative, requested for 2009, seeks to develop a more accurate measure of the health care sector in GDP and to create a supplemental, satellite account that provides detailed and specific information on the expenditures of the health care industry and the costs of treating specific diseases.

Living with the Strategic Plan

Measuring a dynamic economy requires a dynamic plan. BEA's strategic plan is a living document: It is frequently referenced, it is frequently evaluated, and it is often adjusted to meet changing needs.

Specifically, each program and support area of BEA develops its own “operating” plan that is consistent with, but more detailed than, the BEA-wide strategic plan. These operating plans are emphasized on BEA's employee intranet, and BEA staff are encouraged to be familiar with these plans and to contribute to their formulation. Indeed, each BEA employee has at least one activity in their annual performance plan that is directly derived from his or her area's operating plan.

Each area has frequent reviews of their operating plan's status. At these times, various adjustments, such as the elimination or addition of milestones due to changing priorities, may be made.

The formal planning process occurs annually, and reflects a two-way communication between BEA executive management and program area management. At this time, the strategic and operating plans are updated to reflect the completion of one year's activities and expanded to include the next one to five years ahead; all changes are reflected in the strategic and operating plans.

Finally, BEA's success in reaching the milestones of the strategic and operating plans are evaluated. This process also occurs both informally and formally. Informally, the program and support areas evaluate their progress during their status reviews.

A formal evaluation of the strategic and operating plans occurs at the end of each fiscal year. At this time, the success or failure to reach each milestone is reported in BEA's Strategic Plan Report Card, available on BEA's Web site at www.bea.gov. The Report Card reflects all milestones, including those that have since been eliminated due to changing conditions, as well as any additional milestones added throughout the year. (For more information on the performance measures for the 2008-2012 Strategic Plan, see the section on “Evaluating Success Through Performance Measures.”) ■



BEA's Strategic Plan 2008-2012:

Evaluating Success Through Performance Measures

BEA's progress toward achieving its mission is reported each year in the "BEA Strategic Plan Report Card" at www.bea.gov.

Base Programs

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

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

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

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

Timeliness and accuracy are meaningless if the data are not relevant to the needs of BEA's customers. To measure customer satisfaction, BEA conducts an annual mail and Internet survey of users that uses a 5-point scale to gauge their use of, and satisfaction with, BEA products. The measure is derived as the ranking received, on a 5.0 scale, on BEA's annual survey of customer satisfaction.

3. **Accuracy:** Percent of GDP Estimates Correct

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

Improvement and World Leadership: BEA's progress with respect to improving its base statistical programs, as well as the human and technological resources that support them, is monitored by evaluating its success in completing those milestones related to them. The number of successfully-completed milestones compared to the target number is reported each year in BEA's "Strategic Plan Report Card." This report reflects the fact that any given milestone may contribute to more than one base program or budget initiative.

1. **Improving GDP and the Economic Accounts:** As the economy changes, so must BEA's statistics. The number of successfully-completed milestones, compared to the target and related to improving the concepts, methods, and source data underlying the accounts, reflects BEA's progress in keeping up with the changing economy.
2. **Meeting U.S. International Obligations:** BEA is responsible for making its economic statistics conform to standards agreed to by the United States Government with international organizations and other countries. Meeting these commitments and engaging in international efforts to improve statistics is essential to maintaining the United States' leadership in economic measures. The number of successfully-completed milestones, compared to the target, related to international efforts reflects BEA's performance as one of the world's leading statistical agencies.

Budget Initiatives

BEA's progress with respect to its budget initiatives is monitored by evaluating its success in completing those milestones related to each initiative. The number of successfully-completed milestones compared to the target number is reported each year in BEA's "Strategic Plan Report Card." This report reflects the fact that any given milestone may contribute to more than one base program or budget initiative.



The budget initiatives reflected in BEA's strategic plan for 2008-2012 are:

1. **Expansion of Regional Data:** An additional \$1,175,000 has been provided to BEA to expand and improve the timeliness of its regional data to benefit state and local officials and economic development organizations. This funding will enable BEA to develop and publish gross metropolitan product data and accelerate the availability of county-level income data. The number of successfully-completed milestones, compared to the target, related to the expansion and acceleration of regional data reflects BEA's progress with respect to the provision of regional data that are relevant for decision making.
2. **Preparation of R&D and innovation accounts:** This initiative, formerly introduced in 2004 as "Measurement of the Knowledge Economy," was not funded in BEA's 2008 budget; BEA has requested funding in future years for this initiative. Since these statistics are critical for BEA's customers, and because BEA has received funding previously from the NSF, related activities are included in the future years of the plan. The number of successfully-completed milestones, compared to the target, reflects BEA's commitment to better measuring the 21st century knowledge economy to accurately report a comprehensive picture of the U.S. economy.
3. **Development of More Accurate and Comprehensive Measures of the Health Sector in GDP (Health Sector):** This initiative, requested in BEA's 2009 budget, seeks to develop a more accurate measure of the health care sector in GDP and to create a supplemental, satellite account that provides detailed and specific information on the expenditures of the health care industry and the costs of treating specific diseases. The number of successfully-completed milestones, compared to the target, reflects BEA's efforts to provide data relevant for 21st century decision making. ■

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
CUSTOMERS						
1.1	Communications About the National Income and Product Accounts (NIPAs)	<ul style="list-style-type: none"> Add FAQs to the Web site that address topical areas of interest to customers. 	<ul style="list-style-type: none"> Develop additional FAQs for Web site. 	<ul style="list-style-type: none"> Hold NIPA data users' conference. Develop FAQs for Web site. 	<ul style="list-style-type: none"> Develop additional FAQs for Web site. 	<ul style="list-style-type: none"> Develop additional FAQs for Web site.
1.2	Methodology Papers/Documentation	<ul style="list-style-type: none"> Begin to release chapters of NIPA concepts and methods handbook. Prepare a "Government Account Primer" for the <i>Survey of Current Business</i>. 	<ul style="list-style-type: none"> Release additional chapters of NIPA concepts and methods handbook. 	<ul style="list-style-type: none"> Provide additional NIPA documentation where needed. If approved, release updated methodology paper for fixed assets. 	<ul style="list-style-type: none"> Provide additional NIPA documentation where needed. 	<ul style="list-style-type: none"> Provide additional NIPA documentation where needed.
1.3	NIH Biomedical Research & Development (R&D) Price Index	<ul style="list-style-type: none"> Prepare estimates of the chain-type R&D biomedical price index for the National Institutes of Health (NIH) under reimbursable contract. 	<ul style="list-style-type: none"> In each year of the plan, continue to prepare estimates of the chain-type R&D biomedical price index for the NIH under reimbursable contract. 			
EMPLOYEES						
1.4	National Accounts Training	<ul style="list-style-type: none"> Using previous evaluations, incorporate improvements to the orientation process for new employees and to the U.S. national accounts training program. Conduct the improved programs. 	<ul style="list-style-type: none"> Conduct U.S. national accounts training program. Continue to evaluate program for potential improvements. 	<ul style="list-style-type: none"> Conduct U.S. national accounts training program, and continue to evaluate for potential improvements. Develop online training for employees. Update internal documentation to reflect the 2009 comprehensive revision. 	<ul style="list-style-type: none"> Conduct U.S. national accounts training program, and continue to evaluate for potential improvements. Implement online training program. 	<ul style="list-style-type: none"> Conduct U.S. national accounts training program, and continue to evaluate for potential improvements.
MANAGEMENT						
1.5	Modernize and improve national accounts processes and systems	<ul style="list-style-type: none"> Complete the central system performance improvement initiative. Begin preparing the NIPA comprehensive revision through the enhanced central system. Implement improved current-estimate quarterly processing for private consumption of fixed capital. Continue FAME development and testing for current estimate and annual revision systems; implement completed systems. 	<ul style="list-style-type: none"> Complete the NIPA comprehensive revision processing through the enhanced central system. Continue development and testing of component systems in FAME; implement completed systems. 	<ul style="list-style-type: none"> Continue FAME conversion for annual revision systems. Begin FAME conversion for remaining current-estimate systems. Test, and if feasible, implement, new central system for private fixed assets. 	<ul style="list-style-type: none"> Complete the FAME conversion for all current estimate systems. Begin FAME conversion for remaining annual revision systems. Evaluate processing systems and consider opportunities for modernization. 	<ul style="list-style-type: none"> Complete the FAME conversion for remaining annual revision systems. Continue to evaluate opportunities for modernization of systems.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
MANAGEMENT						
1.6	Improve Major National and Industry Revisions	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of major methodological and conceptual proposals for the NIPA comprehensive revision. Continue to develop procedures for flexible annual revisions in off-line systems. Prepare <i>Survey of Current Business</i> article to introduce flexible annual revisions. 	<ul style="list-style-type: none"> Release comprehensive NIPA revision. Continue to develop flexible annual revision procedures Evaluate major proposals for the 2010 annual revision. 	<ul style="list-style-type: none"> Implement flexible annual revision procedures. Internal Steering Committee monitors implementation of proposals for the 2010 annual NIPA revision and evaluates proposals for the 2011 annual NIPA revision. 	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of proposals for the 2011 annual NIPA revision and evaluates proposals for the 2012 revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of proposals for the 2012 annual NIPA revision and evaluates proposals for the 2013 revision. Evaluate and improve flexible annual revision procedures, as needed.
STATISTICS						
Programs						
1.7	National Income and Product Accounts (NIPA) Estimates	<ul style="list-style-type: none"> Prepare and release quarterly and annual estimates of GDP and NIPA tables for 2005-2008. Prepare to incorporate 2002 I-O table as part of comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> Prepare and release quarterly estimates of GDP and NIPA tables. Release comprehensive NIPA revision estimates for 1929-2009. 	<ul style="list-style-type: none"> In each year of plan, prepare and release quarterly estimates of GDP and NIPA tables. In each year of plan, prepare and release annual revision estimates. 		
1.8	Monthly Personal Income and Outlays	<ul style="list-style-type: none"> Prepare and release monthly estimates of personal income and outlays for 2005-2008. Prepare to incorporate 2002 I-O table as part of comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> Prepare and release monthly estimates of personal income and outlays. Prepare and release comprehensive NIPA revision estimates for 1959-2009. 	<ul style="list-style-type: none"> In each year of plan, prepare and release estimates of personal income and outlays. 		
1.9	Fixed Assets and Consumer Durable Goods	<ul style="list-style-type: none"> Prepare and release annual estimates of fixed assets and consumer durables for 2005-2007 for the 2008 annual revision. Begin to prepare annual estimates for the 2009 comprehensive revision. 	<ul style="list-style-type: none"> Prepare and release annual estimates of fixed assets and consumer durables for 1925-2008 as part of the release of the 2009 comprehensive revision. 	<ul style="list-style-type: none"> Release annual estimates of fixed assets and consumer durable goods for 1998-2009. 	<ul style="list-style-type: none"> Prepare and release annual estimates of fixed assets and consumer durables for 2008-2010 that reflect the annual revision of the NIPAs. 	<ul style="list-style-type: none"> Prepare and release annual estimates of fixed assets and consumer durables for 2009-2011 that reflect the annual revision of the NIPAs.
1.10	International Submissions	<ul style="list-style-type: none"> Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2004-2007 Government Finance Statistics (GFS) for Treasury to submit to IMF. 	<ul style="list-style-type: none"> Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare GFS estimates for 2005-2008 for Treasury to submit to IMF. 	<ul style="list-style-type: none"> Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2002-2009 GFS for Treasury to submit to IMF. 	<ul style="list-style-type: none"> Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2007-2010 GFS for Treasury to submit to IMF. 	<ul style="list-style-type: none"> Update NIPA and fixed asset estimates consistent with 1993 SNA for OECD. Prepare 2008-2011 GFS for Treasury to submit to IMF.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Addressing Data Gaps and Other Shortcomings						
1.11	Extend research and development (R&D) satellite account into the NIPAs	<ul style="list-style-type: none"> Research and updating of the R&D satellite account is suspended due to unavailability of funding for FY 2008. 	<ul style="list-style-type: none"> If funding allows, participate in the research and updating of the R&D satellite account. Begin work on preliminary quarterly estimates for the satellite account. 	<ul style="list-style-type: none"> If funding allows, participate in the research and updating of the R&D satellite account. Work on reconciling BEA and National Science Foundation (NSF) measures of Federal R&D. 	<ul style="list-style-type: none"> If funding allows, begin preparatory analyses and research for the incorporation of R&D estimates into the NIPAs. 	<ul style="list-style-type: none"> If funding allows, prepare proposal for the incorporation of R&D estimates into the NIPAs.
1.12	Improve Estimates Using Real-Time Data	<ul style="list-style-type: none"> Based on the evaluation of alternative sources of real-time scanner data, prepare proposal, and if approved, incorporate grocery store lines into PCE goods estimates. Using data from Census Bureau, update measures of taxpayer nonfiling. Evaluate data on consumer electronics; if appropriate, develop proposal and revise estimates in the annual revision. 	<ul style="list-style-type: none"> Update PCE goods estimates with real-time scanner data. Update measures of taxpayer nonfiling. Prepare proposals to use real-time registration data for new cars and light trucks. 	<ul style="list-style-type: none"> Update PCE goods estimates with real-time scanner data. Update measures of taxpayer nonfiling. If proposals are accepted, prepare estimates using real-time registration data for new car and light truck estimates. 	<ul style="list-style-type: none"> Update PCE goods estimates with real-time scanner data. Update measures of taxpayer nonfiling. Update motor vehicle estimates. 	<ul style="list-style-type: none"> Update PCE goods estimates with real-time scanner data. Update measures of taxpayer nonfiling. Update motor vehicle estimates.
1.13	Improve Income Estimates	<ul style="list-style-type: none"> Prepare estimates to reclassify disaster adjustments. Prepare current estimates of wages using both the standard indicator and an experimental indicator. Conduct research comparisons on pension data from multiple sources. Prepare improved industry estimates for under-reporting for partnerships, sole proprietorships, and corporations. Evaluate improved estimates of space rent based on the Consumer Expenditure Survey. Evaluate newly available IRS data that reconciles corporate financial reporting and corporate tax accounting. 	<ul style="list-style-type: none"> Incorporate improved estimates during the comprehensive revision. Compare current estimates of wages using the two indicators; study the revision pattern when the quarterly census of earnings and wages is incorporated. Continue the comparison of pension source data. 	<ul style="list-style-type: none"> Depending on results of research, develop improved estimates of pension contributions. Evaluate and develop estimates of misreporting by S corporations. Continue to evaluate and test potential improvements to corporate profits estimates. Resume assessment of newly available IRS data that reconciles corporate financial reporting and corporate tax accounting. Research possible improvements to estimates of monetary interest and of imputed services of depository institutions. 	<ul style="list-style-type: none"> Depending on results of research, incorporate improved measures of pension contributions. If feasible, prepare and incorporate improved stock option measures. If approved, incorporate estimates of misreporting for S corporations. Evaluate the results of these potential improvements to the current estimates of corporate profits. Resume comparison of alternative wage indicators; evaluate seasonally adjusted data from BLS. Propose improvements to estimates based on IRS data that reconciles corporate financial reporting and corporate tax accounting. Propose streamlined methodologies for overly complex estimates. 	<ul style="list-style-type: none"> Depending on results of research, incorporate improved seasonally adjusted wage indicator. Depending on results of research, incorporate improved estimates of interest and of imputed services of depository institutions. If approved, incorporate streamlined methodologies.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Addressing Data Gaps and Other Shortcomings						
1.14	Improve Estimates of Personal Consumption Expenditures	<ul style="list-style-type: none"> • Begin to incorporate the 2002 benchmark input-output estimates and Census merchandise line sales on a best-level basis for the comprehensive revision. • Prepare annual revision proposal on air transport prices. • Prepare a proposal to further harmonize the methodology for autos and light truck estimates; proposal will include additional underlying detail for trucks. • Continue research on consistency of motor vehicle unit production data and net export data. 	<ul style="list-style-type: none"> • Release comprehensive revision estimates, incorporating the improvements and the updated PCE reclassification. • Update estimates of motor vehicles, nonprofit institutions, and air transport prices. • Depending on the availability of expanded QSS estimates from the Census Bureau, evaluate their use for PCE estimates. • Research the deflation of insurance and, if warranted, prepare a proposal for a future revision. 	<ul style="list-style-type: none"> • Update estimates using QSS (if available) and merchandise line sales data. • Update estimates of motor vehicles, nonprofit institutions, and air transport prices. • If available, evaluate the expanded QSS data for additional use in PCE estimates. • Prepare proposal for medical and hospitalization insurance benefits. • If approved, begin offline testing of improved insurance deflation methods. 	<ul style="list-style-type: none"> • Update estimates using QSS data (if available) and merchandise line sales data. • Update estimates of medical and hospitalization insurance benefits, motor vehicles, nonprofit institutions, and air transport prices. 	<ul style="list-style-type: none"> • Update estimates using QSS data (if available) and merchandise line sales data. • Update estimates of medical and hospitalization insurance benefits, motor vehicles, nonprofit institutions, and air transport prices.
1.15	Improve Estimates of Private Investment	<ul style="list-style-type: none"> • Begin to implement the proposal to benchmark the monthly change in private inventories estimates to annual values. • Develop plans to incorporate indexes based on nonresidential structures contract data. • Conduct research on valuation differences in exports and shipments. 	<ul style="list-style-type: none"> • Release comprehensive revision results, including benchmarked monthly change in private inventories and historical estimates of structures by function instead of by type. • Develop adjustment of export-shipment valuation differences. 	<ul style="list-style-type: none"> • Conduct research on prices for multi-family structures and for high-tech equipment. 	<ul style="list-style-type: none"> • Research alternative indicators for private equipment. • Develop benchmark inventory level estimates that are consistent with change in private inventories estimates. 	
1.16	Improve Government Sector Estimates	<ul style="list-style-type: none"> • If proposals are accepted, incorporate into the comprehensive revision the revised estimates of government property and casualty insurance programs, territorial adjustments, the pension benefit guaranty corporation, and strategic petroleum reserves. • Continue planning to develop a real-time survey of state and local government expenditures. • Develop prototype quarterly reconciliation for Federal receipts and expenditures. 	<ul style="list-style-type: none"> • Release comprehensive revision results, incorporating revised estimates (if proposals approved) of government property and casualty insurance programs, territorial adjustments, the pension benefit guaranty corporation, and strategic petroleum reserves. • Continue work to develop and implement a real-time survey of state and local government expenditures. • Continue development of prototype quarterly reconciliation for Federal receipts and expenditures. 	<ul style="list-style-type: none"> • Continue to assist in the implementation of a real-time survey of state and local government expenditures; prepare a proposal to use these data to prepare NIPA estimates. • Continue development of prototype quarterly reconciliation for Federal receipts and expenditures. 	<ul style="list-style-type: none"> • Use real-time state and local expenditures data to prepare NIPA quarterly estimates. • Continue development of prototype quarterly reconciliation for Federal receipts and expenditures. 	

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Addressing Data Gaps and Other Shortcomings						
1.17	Improve Fixed Asset Estimates	<ul style="list-style-type: none"> Continue research on fixed asset issues. If feasible, develop plans to incorporate indexes based on nonresidential contract data into the NIPAs. Propose and implement methodological changes to residential fixed assets as needed. Research ways to improve investment by industry and by legal form. 	<ul style="list-style-type: none"> Research theory of used-asset valuation for motor vehicles in the NIPAs and fixed assets estimates. Continue research on fixed asset issues, including used residential assets. 	<ul style="list-style-type: none"> Continue research on fixed asset issues, including treatment of brokers' commissions. Reconcile net transactions in used assets in NIPA and fixed-asset accounts. 		
Improving Consistency and Integration With Other Accounts						
1.18	Improve Integration of National Accounts with Other U.S. Agency Statistics	<ul style="list-style-type: none"> Continue research to reconcile National Health Expenditures Accounts (NHEA) and NIPA measures for the development of a health satellite account. Begin development of a national production account that is integrated with BLS productivity statistics. Prepare a draft table reconciling NIPAs with multi-factor productivity (MFP) statistics from BLS. Investigate differences between the NIPAs and BLS productivity statistics; consider methods to reduce the differences. Update comparison of NIPAs and flow of funds measures. Begin to provide regular updates to the PCE/CPI reconciliation tables, coordinated with the monthly NIPA releases. 	<ul style="list-style-type: none"> Continue research to reconcile NHEA and NIPA measures for the development of a health satellite account. Issue joint report with BLS to present integrated national production account; prepare a working plan on the integrated production account and corresponding tables. Continue efforts to reconcile differences between the NIPAs and BLS MFP statistics. Update comparison of NIPAs and flow of funds measures. Update PCE/CPI reconciliation using new PCE classification. 	<ul style="list-style-type: none"> Continue research into the expansion of the integrated national production account. Continue efforts to reconcile differences between the NIPAs and BLS MFP statistics. Update comparison of NIPAs and flow of funds measures. Update PCE/CPI reconciliation using new PCE classification. 		
1.19	Research on National Accounts Concepts and Methods	<ul style="list-style-type: none"> Based on outcome of research on defined benefit pension plans, begin developing accrual estimates of pensions. Draft an article for the <i>Survey of Current Business</i> to report on the research results. 	<ul style="list-style-type: none"> Continue the development of accrual estimates of pensions. Publish a <i>Survey of Current Business</i> article to report on research results. 	<ul style="list-style-type: none"> Continue the development of accrual estimates of pensions. 	<ul style="list-style-type: none"> Continue the development of accrual estimates of pensions. 	<ul style="list-style-type: none"> Publish accrual estimates of pension estimates either as supplemental estimates or improved NIPA estimates.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Improving Consistency and Integration With Other Accounts						
1.20	Improve Integration of National and Industry Accounts	<ul style="list-style-type: none"> Identify specific components within the industry and national estimates for which differences indicate joint national-industry research may lead to improvements in both the NIPA and industry estimates. Investigate additional ways of incorporating information from the industry accounts into the NIPAs. 	<ul style="list-style-type: none"> Continue to identify components at issue, and additional ways of incorporating feedback between the industry accounts and the national accounts. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. Evaluate improvements made to date.
1.21	Improve Integration of Fixed Assets Estimates	<ul style="list-style-type: none"> Continue research on fixed asset issues, including transfers between government and business. 	<ul style="list-style-type: none"> Prepare a proposal to harmonize the classification of nonresidential structures. Continue research on fixed asset issues, including a comparison of BEA estimates with Bureau of Labor Statistics net stocks. 	<ul style="list-style-type: none"> Incorporate the harmonized classification for nonresidential structures. Continue research on fixed asset issues. 		
Improving Consistency With International Standards						
1.22	Research and Update PCE Classifications	<ul style="list-style-type: none"> Begin to prepare comprehensive revision estimates using the new PCE classification. Prepare a <i>Survey of Current Business</i> article to preview the new classification. 	<ul style="list-style-type: none"> Release comprehensive revision estimates based on the new PCE classification. 	<ul style="list-style-type: none"> Continue preparing estimates based on new classification. Prepare and release estimates of the stock of consumer durable goods consistent with the new PCE classification. 	<ul style="list-style-type: none"> Continue preparing estimates based on the new classification. 	
1.23	Improve Government Sector Estimates	<ul style="list-style-type: none"> Continue research on enterprise and pension plan sectoring, accrual accounting, real output measures, and positive return to government capital. 	<ul style="list-style-type: none"> Resume research on enterprise and pension plan sectoring, on real output measures, and on positive returns to government capital. 	<ul style="list-style-type: none"> Prepare a working paper for estimates of positive returns to government capital. Continue research on government enterprise and pension plan sectoring and on real output measures. 	<ul style="list-style-type: none"> If working paper is approved, develop estimates of positive returns to government capital. Prepare proposals on government enterprise and pension plan sectoring and on real output measures of government. 	
1.24	Improve Consistency with International Standards in NIPA and Fixed Assets Estimates	<ul style="list-style-type: none"> If proposal is approved, prepare estimates to reclassify disaster adjustments. 	<ul style="list-style-type: none"> Release comprehensive revision with reclassified estimates of disaster adjustments. Conduct research on the capitalization of movies and sound recordings. 	<ul style="list-style-type: none"> If feasible, develop a proposal on capitalizing acquisition costs. Continue research on the capitalization of movies and sound recordings. Conduct research on capital stock. 	<ul style="list-style-type: none"> Review and implement revision proposals. Continue research on capital stock. 	<ul style="list-style-type: none"> Continue research on capital stock.

NATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Improving Consistency With International Standards						
1.25	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	<ul style="list-style-type: none"> Prepare proposal for incorporating 2002 NAICS into fixed assets estimates for the comprehensive revision. Begin to prepare industry estimates on a NAICS 2002 basis. 	<ul style="list-style-type: none"> If the proposal is approved, incorporate 2002 NAICS into fixed assets estimates as part of comprehensive revision. Incorporate income by industry estimates on NAICS basis in the comprehensive revision. 	<ul style="list-style-type: none"> Convert fixed assets estimates to 2002 NAICS basis. Prepare to incorporate services estimates that are based on the NAPCS classification into PCE. 	<ul style="list-style-type: none"> Incorporate services estimates that are based on NAPCS into PCE. 	
1.26	Participate in System of National Accounts (SNA) Revision	<ul style="list-style-type: none"> Evaluate impact of the SNA revision for the NIPAs. 				

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
CUSTOMERS						
2.1	Communication about the Industry Accounts	<ul style="list-style-type: none"> In each year of the plan, maintain and improve communication with data users. Increase users' understanding of the Industry accounts through conferences, Web site improvements, and training sessions. 				
EMPLOYEES						
2.2	Employee Development	<p>In each year of the plan, emphasize employee development:</p> <ul style="list-style-type: none"> Continue employee training on the Industry Accounts. Explore opportunities for cross-training both within and outside of Industry Accounts Directorate (IAD). Explore joint projects between the current and benchmark IAD divisions. 				
MANAGEMENT						
2.3	IT Reengineering and Documentation	<ul style="list-style-type: none"> In each year of the plan, continue to improve and integrate the processing systems for the annual I-O, GDP-by-industry, and benchmark I-O accounts. In each year of the plan, continue the documentation of these processing systems and related operating procedures. 				
2.4	Improve Major Industry and National Revisions	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of major methodological and conceptual proposals for the NIPA comprehensive revision. Continue to develop procedures for flexible annual revisions in off-line systems. Prepare <i>Survey of Current Business</i> article to introduce flexible annual revisions. 	<ul style="list-style-type: none"> Release comprehensive NIPA revision. Continue to develop flexible annual revision procedures Evaluate major proposals for the 2010 annual revision. 	<ul style="list-style-type: none"> Implement flexible annual revision procedures. Internal Steering Committee monitors implementation of proposals for the 2010 annual NIPA revision and evaluates proposals for the 2011 annual NIPA revision. 	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of proposals for the 2011 annual NIPA revision and evaluates proposals for the 2012 revision. Evaluate and improve flexible annual revision procedures, as needed. 	<ul style="list-style-type: none"> Internal Steering Committee monitors implementation of proposals for the 2012 annual NIPA revision and evaluates proposals for the 2013 revision. Evaluate and improve flexible annual revision procedures, as needed.

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Programs						
2.5	2002 and 2007 Benchmark Input-Output (I-O) Accounts	<ul style="list-style-type: none"> • Prepare and release supplemental tables to the 2002 benchmark I-O Accounts. • Begin to incorporate changes that will be introduced during the 2009 comprehensive revision of the NIPAs into the 2002 benchmark I-O Accounts. 	<ul style="list-style-type: none"> • Complete incorporation of the changes introduced during the 2009 NIPA comprehensive revisions into 2002 Benchmark I-O Accounts. • Identify, evaluate, and select options for producing the 2007 benchmark I-O accounts more efficiently. • Modify 2007 benchmark I-O production plans for efficiency, and develop final estimating framework. • Develop plan and schedule for integrating R&D prototype estimates into 2007 benchmark I-O accounts. 	<ul style="list-style-type: none"> • Incorporate 2007 Economic Census data into the Benchmark I-O framework as data are available from the Census Bureau. • Prepare preliminary detailed estimates of gross output. 	<ul style="list-style-type: none"> • Prepare preliminary input controls and value added for all industries. • Review preliminary estimates of gross operating surplus and value added and compare with estimates from the annual industry accounts. • Prepare GDP final demand estimates and begin reconciling with NIPA final demand estimates. 	<ul style="list-style-type: none"> • Complete reconciliation of all final demand categories estimates with NIWD. • Prepare estimates of intermediate purchases and value added for all industries. Review and compare with estimates from the annual industry accounts.
2.6	Annual Industry Accounts (Integrated Annual I-O and GDP-by-Industry Accounts)	<ul style="list-style-type: none"> • Prepare and release all estimates for 2006 and revised estimates for 2005 and 2004. • Prepare for comprehensive revision based on 2002 benchmark I-O accounts and 2009 comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release all estimates for 2007 and revised estimates for 2006 and 2005. • Prepare for comprehensive revision based on 2002 benchmark I-O accounts and comprehensive revision of the NIPAs. 	<ul style="list-style-type: none"> • Prepare and release the comprehensive revision of the Integrated Annual I-O and GDP-by-Industry Accounts for 1997-2008 • Prepare and release the comprehensive revision of historical GDP-by-Industry for 1947-1996. 	<ul style="list-style-type: none"> • Prepare and release all estimates for 2009 and revised estimates for 2008 and 2007, as well as years affected by flexible annual revisions. 	<ul style="list-style-type: none"> • Prepare and release all estimates for 2010 and revised estimates for 2009 and 2008, as well as years affected by flexible annual revisions.
2.7	Advance GDP-by-Industry Estimates	<ul style="list-style-type: none"> • In each year of plan, prepare and release advance estimates of GDP-by-industry for the previous calendar year. 				
2.8	GDP-by-Industry Estimates for the International Community	<ul style="list-style-type: none"> • In each year of plan, prepare and release GDP-by-industry estimates from that year's update of the Annual Industry Accounts (see milestone 2.6) which are made consistent with the 1993 SNA and provided to the OECD for international comparisons. 				
2.9	Travel and Tourism Satellite Accounts (TTSA)	<ul style="list-style-type: none"> • Prepare and release 2007 and revised 2004-2006 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment. 	<ul style="list-style-type: none"> • If external funding allows, prepare and release 2008 and revised 2005-2007 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment. 	<ul style="list-style-type: none"> • If external funding allows, prepare and release 2009 and revised 1998-2008 annual estimates of the TTSA and quarterly estimates based on comprehensive revision to annual industry accounts. 	<ul style="list-style-type: none"> • If external funding allows, prepare and release 2010 and revised 2007-2009 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment. 	<ul style="list-style-type: none"> • If external funding allows, prepare and release 2011 and revised 2008-2010 annual estimates of the TTSA and quarterly estimates of tourism commodity sales and tourism industry employment.

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Assessing and Enhancing the Benchmark Input-Output Accounts						
2.10	Improved Estimates of Final Uses in the Benchmark I-O Accounts	<ul style="list-style-type: none"> In each year, research new data sources and estimating methods for selected final uses categories. 	<ul style="list-style-type: none"> Prepare papers and presentation summarizing results of research into data sources and estimating methods. 	<ul style="list-style-type: none"> If research results are approved, incorporate new data sources and estimating methodologies for selected final use categories into the 2007 Benchmark I-O accounts. 	<ul style="list-style-type: none"> Complete incorporation of approved improvements to final uses into the 2007 benchmark I-O Accounts 	
2.11	Improved Estimates of Value Added by Industry in the Input-Output Accounts	<ul style="list-style-type: none"> Evaluate methodology to reconcile estimates of gross operating surplus. Modify methodology based on findings, where appropriate, for the preparation of the Annual I-O accounts. Determine the need for adjustment of industry output and input estimates for selected industries with large compensation differences between the NIPAs and the benchmark I-O accounts. 	<ul style="list-style-type: none"> Incorporate results from the 2009 comprehensive revision of the NIPAs as part of the reconciliation of the 2002 Benchmark I-O estimates of gross operating surplus with Annual I-O estimates. 	<ul style="list-style-type: none"> Continue to incorporate results from the comprehensive revision of the NIPAs as part of reconciling 2002 Benchmark estimates of gross operating surplus with estimates from the Annual Industry Accounts. Evaluate methodology and modify, where appropriate, to prepare for the reconciliation of gross operating surplus for the 2007 Benchmark I-O accounts. 	<ul style="list-style-type: none"> Develop initial results of reconciled gross operating surplus for the 2007 Benchmark I-O accounts. Evaluate estimates and modify methodology, where appropriate, to prepare final reconciled estimates of gross operating surplus in the 2007 Benchmark I-O accounts. 	<ul style="list-style-type: none"> Incorporate reconciled gross operating surplus results in the 2007 benchmark I-O accounts.
2.12	Incorporate R&D as Investment into the 2007 Benchmark I-O Accounts	<ul style="list-style-type: none"> Extend methodology for incorporating R&D as investment into the Benchmark I-O Accounts. Begin creating a test database for treating R&D as investment based on the 2002 Benchmark I-O Accounts. Develop plan and schedule for integrating prototype estimates into 2007 benchmark process. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment into the Benchmark I-O Accounts. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment into the Benchmark I-O Accounts. Develop prototype gross output table with R&D as investment. Begin work to develop prototype supply and use tables with R&D as investment. 	<ul style="list-style-type: none"> Continue work on methodology and testing for incorporating R&D as investment into the Benchmark I-O Accounts. Continue work to develop prototype supply and use tables with R&D as investment. 	<ul style="list-style-type: none"> Incorporate R&D as investment in the 2007 Benchmark. Begin development of prototype capital flow table for R&D as investment.
Assessing and Enhancing the Annual Input-Output and GDP-by-Industry Accounts						
2.13	Quarterly GDP-by-Industry Estimates	<ul style="list-style-type: none"> Test and evaluate experimental estimates for reliability and consistency. 	<ul style="list-style-type: none"> Announce release and revision schedule for quarterly estimates. Develop processing systems for quarterly estimates. Begin preparing initial quarterly GDP-by-industry estimates. 	<ul style="list-style-type: none"> Prepare and release the quarterly GDP-by-industry estimates for the four quarters of 2009 and the first quarter of 2010. 	<ul style="list-style-type: none"> Prepare and release quarterly GDP-by-industry estimates for the second, third, and fourth quarters of 2010 and the first quarter of 2011. 	<ul style="list-style-type: none"> Prepare and release quarterly GDP-by-industry estimates for the second, third, and fourth quarters of 2011 and the first quarter of 2012.

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Assessing and Enhancing the Annual Input-Output and GDP-by-Industry Accounts						
2.14	Improved Advance GDP-by-Industry Estimates	<ul style="list-style-type: none"> Evaluate advance estimates that use single-deflation and the prototype advance estimates that use double-deflation for 2006. Update prototype advance estimates for 2007. Continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 	<ul style="list-style-type: none"> Evaluate advance and prototype estimates for 2007. Update prototype advance estimates for 2008. Continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 	<ul style="list-style-type: none"> Evaluate advance and prototype estimates for 2008. Update prototype advance estimates for 2009. Continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 	<ul style="list-style-type: none"> Evaluate advance and prototype estimates for 2009. Update prototype advance estimates for 2010 to incorporate a double-deflation methodology. Publish prototype estimates if approved. Continue to improve quantity indexes and price indexes for gross output and intermediate inputs. 	<ul style="list-style-type: none"> If approved and released, evaluate advance double-deflation estimates for 2010. (If not approved, evaluate advance single-deflation estimates for 2010.) Continue to improve quantity indexes and price indexes for gross output and intermediate inputs.
2.15	Improved Estimates for Annual Industry Accounts	<p>In each year:</p> <ul style="list-style-type: none"> Prepare and evaluate interpolations between benchmark year estimates, extrapolations of intermediate inputs based on Census annual surveys, and estimates of imported intermediate services inputs based on BEA annual surveys. Prepare for new PCE categories from the Benchmark I-O accounts and the NIPAs. Continue to develop other new methodologies for improved estimates for the comprehensive revision. 		<ul style="list-style-type: none"> Incorporate interpolations between benchmark year estimates, extrapolations of intermediate inputs from Census annual surveys, and estimates of imported intermediate services inputs from BEA annual surveys with the release of the comprehensive revision of the annual I-O accounts. Incorporate new PCE categories and new methodologies for improved estimates with the release of the comprehensive revision of the annual I-O accounts. 	<ul style="list-style-type: none"> Incorporate estimates of output and intermediate inputs from any new Census annual surveys of services industries and from any new BLS annual surveys of services industries' prices. 	
Assessing and Enhancing Satellite Accounts (R&D)						
2.16	Development of Satellite Research and Development (R&D) Account	<ul style="list-style-type: none"> Continue research for extending the preliminary industry-level R&D satellite account to include added detail for services, government, and non-profit R&D. 	<ul style="list-style-type: none"> If funding and availability of historical data allow, extend preliminary industry-level R&D satellite account to provide greater industry detail and extend historical series. 	<ul style="list-style-type: none"> Update and publish annual industry-level satellite account for 2007. 	<ul style="list-style-type: none"> Update and publish annual industry-level satellite account for 2008. 	<ul style="list-style-type: none"> Publish industry-level satellite account for 2009.
Integration with BLS Productivity Estimates						
2.17	Review and Reconcile Output with Comparable Bureau of Labor Statistics (BLS) Measures	<ul style="list-style-type: none"> In each year of plan, work with BLS to implement proposals to harmonize measures of industry output and to produce papers that document these efforts. 				

INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Integration with National Economic Accounts						
2.18	Improve Integration of National and Industry Accounts	<ul style="list-style-type: none"> Identify specific components within the industry and national estimates for which differences indicate joint national-industry research may lead to improvements in both the NIPA and industry estimates. Investigate additional ways of incorporating information from the industry accounts into the NIPAs. 	<ul style="list-style-type: none"> Continue to identify components at issue, and additional ways of incorporating feedback from the industry accounts to the national accounts. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. 	<ul style="list-style-type: none"> Incorporate specific improvements to the NIPAs using feedback from the industry accounts. Continue to identify additional issues and possible improvements. Evaluate improvements made to date.

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
CUSTOMERS						
3.1	Analyses and Articles	<ul style="list-style-type: none"> In each year, prepare regular articles and analyses. 				
3.2	Prepare Additional Special Studies	<ul style="list-style-type: none"> In each year, prepare special studies to extend analysis of international accounts data. 				
3.3	Electronic Data Collection and Dissemination	<ul style="list-style-type: none"> In each year, maintain and update the international accounts Web site and the electronic reporting system. 				
3.4	Presentations	<ul style="list-style-type: none"> In each year, present research and analysis at outside conferences. 				
3.5	Special Sworn Employees Program	<ul style="list-style-type: none"> In each year, support and cultivate special sworn employees program and provide information on their research results on BEA's web site and in occasional <i>Survey of Current Business</i> articles. 				
EMPLOYEES						
3.6	Reorganize Directorate	<ul style="list-style-type: none"> Complete the reorganization of the directorate with an emphasis on improved communication, broadened areas of employee responsibilities, and cross-training opportunities. 	<ul style="list-style-type: none"> In each year, foster the employee-related goals of the reorganization. 			
3.7	Cross-Divisional Teams	<ul style="list-style-type: none"> In each year, use cross-divisional teams to work on special or on-going projects, as appropriate. 				
3.8	Hiring and Succession Planning	<ul style="list-style-type: none"> In each year, emphasize and expand initiatives for timely replacement of staff when openings occur. In each year, continue and expand developmental assignments for staff, such as outside presentations, committee service, and assignments in new areas. 				
MANAGEMENT						
3.9	International Statistical Leadership	<ul style="list-style-type: none"> In each year, assist other nations seeking support in upgrading and modernizing their statistics, especially in the areas of foreign direct investment and international services. 				
3.10	Reorganize Directorate	<ul style="list-style-type: none"> Complete the of reorganization of the directorate, with an emphasis on a more streamlined and better focused organization. 	<ul style="list-style-type: none"> In each year, foster the management-related goals of the reorganization. 			
3.11	Modernization and maintenance of IT systems for international accounts	<ul style="list-style-type: none"> In each year, work to modernize and maintain the IT systems for the international accounts and related survey processing systems. 				

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
3.12	International Transactions Accounts (ITAs)	• In each year, prepare and release estimates for the ITAs.				
3.13	International Investment Position (IIP) Accounts	• In each year, prepare and release annual estimates of the IIP.				
3.14	Benchmark and Annual Financial and Operating (F&O) Data	• In each year, prepare and release F&O estimates.				
3.15	International Services	• In each year, prepare and release estimates of international services transactions.				
New Initiatives						
3.16	Adjust survey program for multinationals to meet reduced resources	<ul style="list-style-type: none"> Redesign annual survey of foreign direct investment in the United States to reduce detail and raise reporting thresholds. Redesign tables and other statistical outputs as appropriate. 	<ul style="list-style-type: none"> Raise reporting thresholds for annual survey of U.S. direct investment abroad. Discontinue survey of new foreign direct investments in the United States. Design benchmark survey of U.S. direct investment abroad with reduced detail. 	<ul style="list-style-type: none"> Redesign annual survey of U.S. direct investment abroad to reduce detail. 	<ul style="list-style-type: none"> In each year, continue survey program with reduced detail and higher reporting thresholds. 	
3.17	Research and Improve Estimates of Affiliated and Unaffiliated Services Trade	<ul style="list-style-type: none"> Obtain data from Census Bureau's Company Organization Survey to improve sample frames for BEA surveys of international trade in services. Research improvements of statistical techniques, such as improved statistical sampling and estimation methods. 	<ul style="list-style-type: none"> In each year, maintain, update, and expand the sources and methods to improve the services trade estimates. 			
3.18	Derivatives	• In each year, include results of the Treasury Department's recently introduced financial derivatives survey in the ITAs and IIP accounts.				
3.19	Quarterly Surveys of International Services Transactions	<ul style="list-style-type: none"> Continue conducting integrated surveys of trade in services that combine data on affiliated and unaffiliated transactions on the same survey instruments and incorporate the results into the ITAs. 	<ul style="list-style-type: none"> In each year, conduct quarterly integrated services surveys and incorporate results in the ITAs. 			
3.20	Benchmark Surveys of International Services Transactions	<ul style="list-style-type: none"> Design a new benchmark survey of international insurance transactions covering transactions in 2008. Incorporate results of the 2006 benchmark survey of selected services in the ITAs. 	<ul style="list-style-type: none"> Conduct new benchmark survey of insurance transactions for 2008. Design benchmark survey of financial services transactions, covering affiliated and unaffiliated transactions for 2009. 	<ul style="list-style-type: none"> Conduct redesigned 2009 benchmark survey of financial services transactions. 	<ul style="list-style-type: none"> Design benchmark survey of selected services and intangible assets for 2011. 	<ul style="list-style-type: none"> Conduct benchmark survey of selected services and intangible assets for 2011.

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
New Initiatives						
3.21	Utilize Statistical Sampling Techniques	<ul style="list-style-type: none"> Consider more extensive use of statistical sampling for annual surveys. 	<ul style="list-style-type: none"> In each year, conduct appropriate surveys using sampling techniques. 			
3.22	Monitor and Contribute to the Work of International Organizations in Updating Statistical Standards	<ul style="list-style-type: none"> In each year, contribute as appropriate to the work of groups involved with updating international statistical standards. 				
3.23	Update Statistical Methods	<ul style="list-style-type: none"> In each year, implement improvements to the international accounts, in light of the most recent international recommendations. 				
3.24	Improvements to Coverage of Banks in Surveys of Multinational Company (MNC) Operations	<ul style="list-style-type: none"> Conduct the 2007 annual survey of U.S. direct investment abroad, including coverage of bank activities. Obtain OMB clearance to cover bank activities on BEA's annual surveys of foreign direct investment in the U.S., beginning with data year 2008. 	<ul style="list-style-type: none"> Conduct the 2008 annual surveys of U.S. direct investment abroad and of foreign direct investment in the U.S., including coverage of bank activities. 	<ul style="list-style-type: none"> In each year, collect data on activities of banks on an annual basis (on BEA's benchmark or annual surveys, as appropriate). 		
3.25	Supplemental Classifications for Holding Companies	<ul style="list-style-type: none"> Research ways to reclassify the investments of U.S. MNCs in foreign holding companies and other indirectly-owned affiliates to their ultimate destinations and industries. 	<ul style="list-style-type: none"> Prepare and present the results of research on ways to reclassify investments in holding companies and other indirectly-owned foreign affiliates. 	<ul style="list-style-type: none"> If deemed feasible, present a supplemental annual data series in which investments in indirectly-owned foreign affiliates are reclassified. 	<ul style="list-style-type: none"> Continue presenting supplemental estimates annually, if feasible. 	
3.26	Cognitive Redesign of Surveys	<ul style="list-style-type: none"> Building on improvements introduced in the quarterly survey of foreign direct investment in the United States, extend survey design improvements to other BEA surveys. 	<ul style="list-style-type: none"> In each year, continue to extend survey design improvements to other BEA surveys. 			
3.27	Interagency Data Sharing Projects	<ul style="list-style-type: none"> Arrange and conduct interagency data sharing projects with Census, BLS and others to improve the quantity, quality, and analysis of data on direct investment, trade in services, and other topics related to international trade and investment. 	<ul style="list-style-type: none"> In each year, continue to support and conduct data sharing projects. 			

INTERNATIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
New Initiatives						
3.28	Improvements to Travel Estimates with Credit Card Data	<ul style="list-style-type: none"> Seek OMB approval for survey of credit card companies. Conduct survey of passengers to determine means of payment used in international travel. 	<ul style="list-style-type: none"> If approved, begin conducting credit card surveys. Utilize credit card data in constructing the travel estimates in the ITAs. 	<ul style="list-style-type: none"> In each year, utilize credit card data in constructing the travel estimates in the ITAs. 		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
CUSTOMERS						
4.1	External Communication Enhancements for the Regional Program	<ul style="list-style-type: none"> Expand external outreach with strategic partners/customers by: organizing a user conference with external partners, holding user training workshops, and presenting at regional economics conferences. 	<ul style="list-style-type: none"> Continue external outreach by holding user training workshops and presenting at regional economics conferences. Pursue partnerships with additional customer groups. 	<ul style="list-style-type: none"> In each year, continue external outreach by holding user training workshops and presenting at regional economics conferences. 		
4.2	RIMS Online Systems	<ul style="list-style-type: none"> Evaluate technology for further improvements to the RIMS Web-based ordering and estimate delivery system. Continue development of a RIMS online training capability. 	<ul style="list-style-type: none"> Where indicated by previous evaluation, make enhancements to the RIMS Web-based ordering and delivery system. Implement RIMS online training, evaluate effectiveness and seek customer feedback. 	<ul style="list-style-type: none"> In each year, monitor customer feedback on RIMS systems, implementing changes as needed. 		
4.3	Personal Income Mapping	<ul style="list-style-type: none"> Implement full version of interactive mapping software. Modify mapping application as indicated by user feedback. 	<ul style="list-style-type: none"> In each year, monitor user feedback and technology, modifying mapping application as appropriate. 			
4.4	User Handbooks and Methodology Volumes	<ul style="list-style-type: none"> Begin development of a revised RIMS User Handbook. 	<ul style="list-style-type: none"> Continue development of a revised RIMS User Handbook. 	<ul style="list-style-type: none"> Release revised RIMS User Handbook. Produce state and local area personal income methodologies consistent with the comprehensive revision. 	<ul style="list-style-type: none"> Produce GDP by state and metropolitan area methodologies consistent with the comprehensive revision. 	
EMPLOYEES						
4.5	Staff Professional Development	<ul style="list-style-type: none"> Provide staff with opportunities to develop professionally, especially with respect to presentational and communication skills. Continue in-house Regional speaker series and reading group. Offer basic Regional Economics course if needed. 	<ul style="list-style-type: none"> In each year, provide staff with opportunities to develop professionally. In each year, continue in-house Regional speaker series and reading group. In each year, offer up-to-date basic Regional Economics course if needed. 			

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
EMPLOYEES						
4.6	Team Building	<ul style="list-style-type: none"> In each year, organize teams as needed. In each year, provide team building training. 				
4.7	Mentoring/ Sponsoring	<ul style="list-style-type: none"> In each year, update New Employee Handbook as needed, provide new employee orientation, and continue participation in BEA sponsorship program by assigning a sponsor to each new employee. Participate in BEA mentoring program. 				
MANAGEMENT						
4.8	Manage BEA's Staff	<ul style="list-style-type: none"> In each year, attract, recruit, and retain a highly qualified, diverse workforce. 				
4.9	Manage BEA's Budget	<ul style="list-style-type: none"> In each year, ensure the Regional Program meets all budget requirements or constraints. 				
4.10	Manage BEA's IT Infrastructure	<ul style="list-style-type: none"> In each year, improve the regional pages of the BEA Web site. In each year, update estimation systems and documentation as needed. In each year, provide IT training to staff. In each year, monitor performance of integrated RIMS estimation and Web ordering and delivery system, making changes as needed. 				
4.11	Manage Inter-divisional and Inter-agency Communications	<ul style="list-style-type: none"> In each year, participate in Bureau-wide committees. In each year, participate in interagency quarterly meetings with Census, IRS, and BLS. In each year, share Regional Bi-Weekly report with BEA Directorates. 				
4.12	Manage for Efficiency Gains	<ul style="list-style-type: none"> In each year, assess the relevance, timeliness, and accuracy of the Regional Accounts. If relevance assessment leads to need for new or improved products, restructure resources to accommodate. 				
STATISTICS						
Base Program						
4.13	Annual/ Benchmark State Personal Income (SPI) Including Disposable SPI	<ul style="list-style-type: none"> Prepare and release annual 2007 SPI with NAICS industries. 	<ul style="list-style-type: none"> Prepare and release annual 2008 SPI with NAICS industries. Prepare and release benchmark estimates of state personal income consistent with NIPA benchmark. 	<ul style="list-style-type: none"> Prepare and release annual 2009 SPI with NAICS industries. Complete release of historical estimates consistent with benchmarked NIPAs. 	<ul style="list-style-type: none"> Prepare and release annual 2010 SPI with NAICS industries. 	<ul style="list-style-type: none"> Prepare and release annual 2011 SPI with NAICS industries.
4.14	Annual/ Benchmark Gross Domestic Product (GDP) by state	<ul style="list-style-type: none"> Prepare and release GDP-by-state annual revision for 2004-2006 on a NAICS basis. 	<ul style="list-style-type: none"> Prepare and release GDP-by-state annual revision for 2005-2007 on a NAICS basis. 	<ul style="list-style-type: none"> Prepare and release GDP-by-state benchmark revision for 1963-97 on a SIC basis and for 1997-2008 on a NAICS basis. 	<ul style="list-style-type: none"> Prepare and release GDP-by-state annual revision for 2007-2009 on NAICS basis. 	<ul style="list-style-type: none"> Prepare and release GDP-by-state annual revision for 2008-2010 on NAICS basis.
4.15	Quarterly SPI	<ul style="list-style-type: none"> Prepare and release quarterly SPI with NAICS industries. 	<ul style="list-style-type: none"> Prepare and release quarterly SPI with NAICS industries. Prepare and release benchmark quarterly estimates of state personal income consistent with NIPA benchmark. 	<ul style="list-style-type: none"> Prepare and release quarterly SPI with NAICS industries. Complete release of historical estimates consistent with benchmarked NIPAs. 	<ul style="list-style-type: none"> Prepare and release quarterly SPI with NAICS industries. 	<ul style="list-style-type: none"> Prepare and release quarterly SPI with NAICS industries.
4.16	Annual Local Area Personal Income (LAPI)	<ul style="list-style-type: none"> Prepare and release annual 2006 LAPI with NAICS subsector industries and new area definitions. 	<ul style="list-style-type: none"> Prepare and release annual 2007 LAPI with NAICS subsector industries and new area definitions. 	<ul style="list-style-type: none"> Prepare and release annual 2008 LAPI with NAICS sector industries and new area definitions. Prepare and release benchmark estimates of local area personal income consistent with benchmarked state personal income and with NIPA benchmark. 	<ul style="list-style-type: none"> Prepare and release annual 2009 LAPI with NAICS sector industries and new area definitions. 	<ul style="list-style-type: none"> Prepare and release annual 2010 LAPI with NAICS sector industries and new area definitions.

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Base Program						
4.17	Regional Input-Output Multipliers	<ul style="list-style-type: none"> Dependent on timing of Industry Accounts benchmark release, incorporate 2002 national benchmark I-O table and local area data. Incorporate 2006 annual I-O table and local area data. 	<ul style="list-style-type: none"> If benchmark I-O table is not incorporated in FY08, incorporate 2002 national benchmark I-O table and local area data. Incorporate 2007 annual I-O table and local area data. 	<ul style="list-style-type: none"> Incorporate 2008 national annual I-O table and local area data. 	<ul style="list-style-type: none"> Incorporate 2009 national annual I-O table and local area data. 	<ul style="list-style-type: none"> Incorporate 2010 national annual I-O table and local area data.
4.18	Implementation of NAICS for GDP by state	<ul style="list-style-type: none"> Continue research to extend NAICS-based GDP by state back to 1992. 	<ul style="list-style-type: none"> If resources permit and disclosure-edit procedures with Census are resolved, extract relevant 1992 economic census source data on a NAICS basis from the Census CES and begin incorporating into GDP by state estimates. 	<ul style="list-style-type: none"> If feasible, prepare and release NAICS-based GDP by state estimates back to 1992. 		
4.19	Advance GDP by state	<ul style="list-style-type: none"> Make acceleration permanent--from 18 months after the reference year to 6 months after the reference year. Prepare and release advance total and sector-level GDP by state for 2007. 	<ul style="list-style-type: none"> In each year, prepare and release advance total and sector-level GDP by state for the previous year. 			
New Initiatives						
Accelerated Estimates						
4.20	Accelerated Metropolitan Area Personal Income (MAPI)	<ul style="list-style-type: none"> Prepare and release accelerated preliminary annual 2007 MAPI. Complete quality evaluation. If quality is sufficient, make acceleration permanent--from 16 months after the reference year to 8 months after the reference year. 	<ul style="list-style-type: none"> In each year, prepare and release accelerated preliminary annual MAPI for the previous year. 			
4.21	Accelerated County-Level Personal Income and Components	<ul style="list-style-type: none"> In each year, research the feasibility of accelerating the release of county income estimates. 				<ul style="list-style-type: none"> In each year, if feasible, release county-level income estimates on an accelerated schedule.
New Estimates and Area Definitions						
4.22	Disposable Metropolitan Area Personal Income (MAPI)	<ul style="list-style-type: none"> Research and evaluate the feasibility of producing disposable MAPI on the same schedule as local area personal income. 	<ul style="list-style-type: none"> If feasible, prepare and release disposable MAPI estimates for 2008 on the same schedule as local area personal income. 	<ul style="list-style-type: none"> If feasible, make the estimation of disposable MAPI a permanent part of the regional accounts. 		

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
New Initiatives						
New Estimates and Area Definitions						
4.23	Alternative Measures of Income by State	<ul style="list-style-type: none"> If feasible, prepare and release alternative measures of income and pension receipts by state. Evaluate the estimates and modify procedures and/or source data as appropriate. 	<ul style="list-style-type: none"> If feasible, continue to prepare and release alternative measures of income and pension receipts by state. 	<ul style="list-style-type: none"> If feasible, continue to prepare and release alternative measures of income and pension receipts by state. 	<ul style="list-style-type: none"> If feasible, make the estimation of alternative measures of income and pension receipts by state a permanent part of the regional accounts. 	
4.24	Substate Gross Product	<ul style="list-style-type: none"> In each year that funding allows, prepare and release top-down prototype estimates of GDP by metropolitan area for the year two years prior at the NAICS subsector level. Monitor revisions to previous prototype estimates. 				
4.25	Revised BEA Economic Areas	<ul style="list-style-type: none"> Continue assessing the use of ACS, LEHD commuting patterns, and other data for future revisions to BEA economic areas. 	<ul style="list-style-type: none"> Undertake research to revise the BEA economic areas based on the ACS and/or LEHD commuting data. 	<ul style="list-style-type: none"> Continue research to revise the BEA economic areas based on the ACS and/or LEHD commuting data. 	<ul style="list-style-type: none"> Continue research to revise the BEA economic areas based on the ACS and/or LEHD commuting data. 	<ul style="list-style-type: none"> If feasible, revise BEA economic areas with ACS commuting patterns data.
4.26	Regional Estimation of Research & Development Investment	<ul style="list-style-type: none"> Obtain feedback from potential users regarding BEA's plans to incorporate R&D investment into the regional accounts. 	<ul style="list-style-type: none"> Revise and expand the 2007 report on regional issues. 	<ul style="list-style-type: none"> Develop methodology for preparing current dollar estimates. Develop methodology for preparing chained dollar estimates. 	<ul style="list-style-type: none"> Draft report describing methodology and data sources. Construct experimental estimates. 	<ul style="list-style-type: none"> Revise methodology as required. Begin process of incorporating R&D estimates into GDP by state estimation system.
Program Improvements						
4.27	Enhancements to RIMS Multipliers	<ul style="list-style-type: none"> Implement and evaluate new regionalization methods, revising methods as needed. Continue research into estimating interregional flows. 	<ul style="list-style-type: none"> Continue to implement new regionalization methods. 	<ul style="list-style-type: none"> Evaluate the feasibility of incorporating interregional flows into RIMS. 	<ul style="list-style-type: none"> If feasible, incorporate interregional flows into RIMS. 	
4.28	Improved Consistency of BEA's Economic Accounts	<ul style="list-style-type: none"> Investigate source data and methods to produce gross output measures in the GDP-by-state accounts, further integrating the GDP-by-state and regional I-O accounts. 	<ul style="list-style-type: none"> If feasible, prepare and release prototype estimates of gross output by state and industry. 	<ul style="list-style-type: none"> If feasible, incorporate estimates of gross output by state and industry as a permanent part of the regional accounts. 		
4.29	New Source Data for GDP by state and Personal Income Estimates	<ul style="list-style-type: none"> In each year, investigate and, as appropriate, incorporate new source data into personal income. In each year, research new data sources for improving the accuracy of the advance GDP-by-state estimates. 				

REGIONAL ECONOMIC ACCOUNTS

Milestone	Programs	2008	2009	2010	2011	2012
New Initiatives						
Program Improvements						
4.30	Improved GDP-by-State Methodology/Estimations from the Product Side	<ul style="list-style-type: none"> Prepare experimental estimates of expenditures by state for 1997. Evaluate these estimates and develop methodology for estimating expenditures by state for 2002. Conduct research on methodology for preparing annual estimates of expenditures by state. 	<ul style="list-style-type: none"> Continue research on methodology for preparing annual estimates of expenditures by state. Identify and acquire data necessary for preparing annual estimates of expenditures by state. 	<ul style="list-style-type: none"> Prepare experimental estimates of expenditures by state. Evaluate these estimates, revising methodology and data as necessary. 	<ul style="list-style-type: none"> Prepare report describing proposed methodology. Revise methodology and estimates as required. 	<ul style="list-style-type: none"> If feasible, release experimental estimates of expenditures by state.
4.31	Improved GDP-by-State Real Estimates	<ul style="list-style-type: none"> Complete preliminary paper on estimating state price levels. If sufficient resources exist, complete 2005 estimates of interarea price levels for states and metropolitan areas. 	<ul style="list-style-type: none"> Complete paper on state level estimates and provide preliminary estimates of county price levels. If sufficient resources exist, complete 2006 estimates of interarea price levels for states and metropolitan areas. 	<ul style="list-style-type: none"> Continue research on improving state and county level interarea price level estimates. If sufficient resources exist, complete 2007 estimates of interarea price levels for state and metropolitan areas. 	<ul style="list-style-type: none"> Update state and county level estimates based on 2010 Census. If sufficient resources exist, complete 2008 estimates of interarea price levels for states and metropolitan areas. 	
4.32	Improved Regional Income and Product Estimates	<ul style="list-style-type: none"> Investigate definitional, statistical, and methodological improvements to the regional estimates for the comprehensive revision of the NIPAs 	<ul style="list-style-type: none"> Begin implementing definitional, statistical, and methodological improvements to the regional estimates for the comprehensive revision of the NIPAs 	<ul style="list-style-type: none"> Complete the implementation of definitional, statistical, and methodological improvements to the regional estimates for the comprehensive revision of the NIPAs 		

STATISTICAL AND METHODOLOGICAL SUPPORT

Milestone	Programs	2008	2009	2010	2011	2012
Programs and New Initiatives: FY 2008-FY2012						
Statistics						
5.1	Program Support	<ul style="list-style-type: none"> Expand data sharing opportunities with the Census Bureau and BLS. Work with the Internal Revenue Service on implementing new regulations. 				
5.2	External Sessions	<ul style="list-style-type: none"> Organize sessions to showcase recent BEA research, such as sessions at ASSA, IARIW and National Bureau of Economic Research (NBER). 				
5.3	Research	<ul style="list-style-type: none"> Support and foster research across BEA, working jointly with program staff. 				
5.4	Conduct Research for Innovation Satellite Accounts	<ul style="list-style-type: none"> Participate in NAS workshop on "Intangible Assets" and publish the proceedings. 	<ul style="list-style-type: none"> Publish joint GDP/Productivity accounts with BLS. Present framework for supplemental innovation accounts for the United States. Continue research on price indexes and other assumptions underlying the R&D satellite account. 	<ul style="list-style-type: none"> Publish prototype estimates of economy-wide business innovation output. Continue research on price indexes and other assumptions underlying the R&D satellite account. 	<ul style="list-style-type: none"> Publish the prototype estimates of innovation output by major sector. Continue research on price indexes and other assumptions underlying the R&D satellite account. 	<ul style="list-style-type: none"> Publish a supplemental innovation account.

STATISTICAL AND METHODOLOGICAL SUPPORT

Milestone	Programs	2008	2009	2010	2011	2012
Programs and New Initiatives: FY 2008-FY2012						
Statistics						
5.5	Conduct Research for Health Satellite Account	<ul style="list-style-type: none"> Continue researching source data and methods for Health Satellite Account. Publish introductory article on Health Satellite Account for the <i>Survey</i>. Conduct NAS workshop on the account and publish the proceedings. 	<ul style="list-style-type: none"> Develop detailed proposal for Health Satellite Account. Publish a reconciliation of BEA spending estimates and spending estimates from the Centers for Medicare and Medicaid Services. 	<ul style="list-style-type: none"> If proposal is accepted and funding allows, publish preliminary Health Satellite Account. 	<ul style="list-style-type: none"> If funding allows, publish Health Satellite Account. 	<ul style="list-style-type: none"> Update and publish Health Satellite Account.
5.6	Maintenance and Improvement of Source Data	<ul style="list-style-type: none"> Work with Census Bureau to improve Manufacturers' Shipments, Inventories, and Orders (M3); Annual Survey of Manufacturers (ASM); and the Business Expenditures Survey (BEA). 				
5.7		<ul style="list-style-type: none"> Expand SAS for expenses and work with Census to maintain the overall industry detail. 				
5.8			<ul style="list-style-type: none"> Work with Census to establish delivery and processing schedule for 2007 Economic Census. 			
5.9		<ul style="list-style-type: none"> Review NAICS for future changes. 				
5.10		<ul style="list-style-type: none"> Continue development of NAPCS. 				
5.11		<ul style="list-style-type: none"> Work with Census on the expansion of QSS. 				
5.12	Maintaining Quality of Estimates	<ul style="list-style-type: none"> Maintain information under the IQG and address any concerns. 				
5.13	Establish Relationships with the Research Community	<ul style="list-style-type: none"> Maintain contacts with the research community. When the budget allows, fund research related to BEA program areas. 				

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	2008	2009	2010	2011	2012
CUSTOMERS						
Sustaining and Enhancing BEA's External Communications						
6.1	Public Web Site	<ul style="list-style-type: none"> In each year, implement improvements identified in the previous year's Web site customer satisfaction survey, with input from BEA program areas. 				
6.2		<ul style="list-style-type: none"> Expand Newsroom page on BEA Web site. 	<ul style="list-style-type: none"> In each year, conduct ongoing content update of Communications Page for BEA Web site 			
6.3	Survey of Current Business	<ul style="list-style-type: none"> In each year, provide design expertise for all charts, graphics and ads printed in the <i>Survey of Current Business</i>. 				
6.4		<ul style="list-style-type: none"> In each year, manage the production of the <i>Survey of Current Business</i>. 				
6.5	Publication and Graphic Design Activities	<ul style="list-style-type: none"> In each year, manage production and desktop publishing of all tables, charts, and graphics for agency print and online publications. 				
6.6	Customer Satisfaction Surveys	<ul style="list-style-type: none"> In each year, evaluate results of the previous year's Customer Satisfaction Survey and develop action plan in response. In each year, conduct Customer Satisfaction Survey with input from program areas and Web Steering Committee. In each year, expand Web site Customer Satisfaction Survey to include additional and/or alternate Web pages. 				
6.7	Expanded Media and Outreach Activities	<ul style="list-style-type: none"> In each year, manage and enhance nationwide media coverage for BEA products and services through targeted advisories and briefings. 				
6.8		<ul style="list-style-type: none"> In each year, create the following year's conference schedule to integrate program area outreach efforts. In each year, organize media, local Congressional and academic institution briefings. In each year, conduct planning meetings with staff members attending conference or exhibit events. 				
6.9		Agency Communications Plan	<ul style="list-style-type: none"> In each year, collaborate with program areas to develop, update, and maintain an agency-wide communications plan to facilitate coordinated activities to inform and engage stakeholders. 			

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	2008	2009	2010	2011	2012
EMPLOYEES						
Sustaining and Enhancing BEA's Internal Communications						
6.10	Internal Communications	<ul style="list-style-type: none"> In each year, maintain and enhance the BEA Intranet. 				
6.11		<ul style="list-style-type: none"> In each year, manage the writing, editing, design, and production of the in-house daily News Clips and the quarterly BEA Details. 				
6.12		Meetings	<ul style="list-style-type: none"> In each year, manage Bureau-wide meetings and events, including the Advisory Committee Meeting, Annual Awards Ceremony, Children's Art Contest, "BEA in the News" Brown Bags, Academia Open House events, teleconferences, and special roll-outs and kickoffs. 			
Assessing and Improving BEA's Organizational Climate						
6.13	Organizational Assessment	<ul style="list-style-type: none"> Conduct FY2008 Organizational Assessment Survey (OAS). 	<ul style="list-style-type: none"> Publish results of FY2008 OAS. Conduct Focus Groups. Publish results of Focus Groups. Establish Change Committees to address areas identified by Executive Staff. Record findings of Change Committees for Executive Staff. 	<ul style="list-style-type: none"> Approval by Executive Staff on Change Committee recommendations. Initiate Change Committee recommendations. (Note: Some change committee recommendations are outside of ASD's role.) 	<ul style="list-style-type: none"> Conduct FY2011 OAS. 	<ul style="list-style-type: none"> Publish results of FY2008 OAS. Conduct Focus Groups. Publish results of Focus Groups. Establish Change Committees to address areas identified by Executive Staff. Report findings of Change Committees to Executive Staff.
6.14	Quality of Work Life Program	<ul style="list-style-type: none"> In each year of plan, evaluate the effectiveness of the Quality of Work Life Program. In each year of plan, implement improvements to Quality of Work Life Program based on evaluation. 				
Managing BEA's Workforce Toward Effective Accomplishment of the Mission						
6.15	Workforce Development	<ul style="list-style-type: none"> Implement improvements to workforce development program based on previous evaluation. Introduce IT Specialist core competencies. Launch Workforce Development Model. 	<ul style="list-style-type: none"> Evaluate workforce development program and identify potential improvements. Adapt Supervisory/Leadership core competencies to reflect BEA's workforce. 	<ul style="list-style-type: none"> Implement improvements to the workforce development program identified in FY 2009 evaluation. Identify skill gaps for MCOs. Identify strategies for addressing skill gaps. Pilot evaluation method to assess the written communication competency according to Level 3 of Kirkpatrick's Levels of Evaluation. 	<ul style="list-style-type: none"> Evaluate workforce development program. Implement effective methods to close skill gaps for MCOs. Assess the effectiveness of the pilot evaluation method to determine if desired results were achieved. 	<ul style="list-style-type: none"> Implement improvements to workforce development program identified in FY 2011 evaluation. Evaluate effectiveness of workforce development model after first four years of implementation. Broaden evaluation method to assess the oral communication competency according to Level 3 of Kirkpatrick's Levels of Evaluation.
6.16	Workforce Management	<ul style="list-style-type: none"> In each year of plan, evaluate the effectiveness of recruitment, retention, and succession efforts and identify processes to be improved. In each year of plan, implement improvements to the recruitment, retention, and succession efforts based on previous evaluation. 				
Sustaining and Enhancing Workforce Safety and Security						
6.17	Security Programs	<ul style="list-style-type: none"> Evaluate effectiveness of security programs and evaluate physical security measures to ensure workplace safety. Implement HSPD-12 requirements. 	<ul style="list-style-type: none"> Implement improvements to security programs and to physical security measures identified in FY 2008 review. 	<ul style="list-style-type: none"> Evaluate effectiveness of security programs and evaluate physical security to ensure workplace safety. 	<ul style="list-style-type: none"> Implement improvements to security program and to physical security measures identified in FY 2010 review. 	<ul style="list-style-type: none"> Evaluate effectiveness of security programs and evaluate physical security to ensure workplace safety.
6.18	Safety & Health Programs	<ul style="list-style-type: none"> Implement improvements to safety and health program identified in FY 2007 review. 	<ul style="list-style-type: none"> Assess effectiveness of safety and health program. 	<ul style="list-style-type: none"> Implement improvements to safety and health program identified in FY 2009 review. 	<ul style="list-style-type: none"> Assess effectiveness of safety and health program. 	<ul style="list-style-type: none"> Implement improvements to safety and health program identified in FY2011 review.

MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Milestone	Programs	2008	2009	2010	2011	2012
MANAGEMENT						
Ensuring the Continuation of BEA's Mission and Essential Functions in an Emergency						
6.19	Continuity of Operations Plan (COOP)	<ul style="list-style-type: none"> In each year, evaluate COOP. In each year, implement improvements to COOP based on evaluation. In each year, test effectiveness of COOP. In each year, provide training to employees on COOP. 				
Sustaining and Enhancing the Management and Integration of BEA's Resources						
6.20	Advisory Committee Management	<ul style="list-style-type: none"> In each year, conduct BEA advisory committee meetings. In each year, review procedures and processes and identify improvements to process. In each year, implement improvements identified in previous year's review. In each year, review appointment terms. In alternating years beginning with 2009, renew committee charter. 				
Sustaining and Enhancing the Management of BEA's Resources						
6.21	Financial Management	<ul style="list-style-type: none"> Implement improvements to budget execution processes identified in FY 2007 review. Develop enhanced automated budget execution reports and downloads for customer use. Assess MIS Phase II budget formulation and execution applications. Prepare FY 2009 BEA President's budget submission. Prepare FY 2010 Secretarial and OMB budget submissions. 	<ul style="list-style-type: none"> Review budget execution processes. Evaluate automated budget execution support provided to customers. Evaluate the MIS PBSI module and review MIS budget formulation and execution applications. Prepare FY 2010 BEA President's budget submission. Prepare FY 2011 Secretarial and OMB budget submissions. 	<ul style="list-style-type: none"> Implement improvements to budget execution processes identified in FY 2009 review. Develop enhanced automated budget execution reports and downloads for customer use. Develop and implement MIS enhancement applications identified in FY 2009 review. Prepare FY 2011 BEA President's budget submission. Prepare FY 2012 Secretarial and OMB budget submissions. 	<ul style="list-style-type: none"> Review budget execution processes. Evaluate automated budget execution support provided to customers. Review MIS budget formulation and execution applications. Prepare FY 2012 BEA President's budget submission. Prepare FY 2013 Secretarial and OMB budget submissions. 	<ul style="list-style-type: none"> Implement improvements to budget execution processes identified in FY 2011 review. Develop enhanced automated budget execution reports and downloads for customer use. Develop and implement MIS enhancement applications identified in FY 2011 review. Prepare FY 2013 BEA President's budget submission. Prepare FY 2014 Secretarial and OMB budget submissions.
6.22	Acquisition Management	<ul style="list-style-type: none"> Begin procurement operations with Census. Implement improvements identified in FY 2007 review of procurement operations. Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner. Develop 5-year plan for lease/space options in 2013. 	<ul style="list-style-type: none"> Review internal procurement service operation for areas of improvement. Review level of procurement services from external service provider. Complete FY 2009 milestones of 5-year plan for lease/space options in 2013; evaluate the validity of the 5-year plan and adjust as appropriate. 	<ul style="list-style-type: none"> Implement improvements identified in FY 2009 review of procurement operations. Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner. Complete FY 2010 milestones of 5-year plan for lease/space options in 2013; evaluate the validity of the 5-year plan and adjust as appropriate. 	<ul style="list-style-type: none"> Review internal procurement service operation for areas of improvement. Review level of procurement services from external service provider. Complete FY 2011 milestones of 5-year plan for lease/space options in 2013; evaluate the validity of the 5-year plan and adjust as appropriate. 	<ul style="list-style-type: none"> Implement improvements identified in FY 2011 review of procurement operations. Work with external service provider to ensure that BEA procurements are completed in an accurate and timely manner. Complete FY 2012 milestones of 5-year plan for lease/space options in 2013; evaluate validity of 5-year plan; adjust plan as appropriate.

INFORMATION TECHNOLOGY

Milestone	Programs	2008	2009	2010	2011	2012
CUSTOMERS						
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.1	Electronic Survey Reporting	<ul style="list-style-type: none"> Complete the conversion of all active electronic surveys over to eFile (the 2nd generation system) and retire the 8yr-old ASTAR electronic survey data collection system. 	<ul style="list-style-type: none"> In each year, enhance the eFile system for electronic survey data collection. In each year, extend eFile to other IID/BPD surveys. 			
7.2	Regional Systems	<ul style="list-style-type: none"> In each year of plan, support the RIMS web-based ordering/ delivery system. 				
Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data						
7.3	Web Applications	<ul style="list-style-type: none"> Support and upgrade interactive data dissemination web applications as appropriate. Begin upgrade to Cold Fusion 8. Complete a usability study of the interactive web data dissemination applications on BEA's web site to identify potential opportunities to improve customer access to BEA data. 	<ul style="list-style-type: none"> In each year, support and upgrade interactive data dissemination web applications as appropriate. 			
Maintain Infrastructure to Ensure Reliability and Security.						
7.4	Internet Support	<ul style="list-style-type: none"> In each year of plan, provide technical support for BEA internet infrastructure. 				
EMPLOYEES						
Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives.						
7.5	IT Training	<ul style="list-style-type: none"> Maintain an effective IT Training Program. Provide necessary IT training to Bureau staff. Develop and publish training plan. Begin upgrade of training room. 	<ul style="list-style-type: none"> In each year, maintain an effective IT Training Program. Provide necessary IT training to Bureau staff. If funding allows, complete upgrades to training room. 			
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.6	Commercial Off-The-Shelf (COTS) Software	<ul style="list-style-type: none"> Upgrade/Add various COTS software as needed. Lead review and validation of Software Architecture Team standards. 	<ul style="list-style-type: none"> In each year, upgrade existing or add new COTS software as needed. 			

INFORMATION TECHNOLOGY

Milestone	Programs	2008	2009	2010	2011	2012
EMPLOYEES						
Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data						
7.7	Intranet Support	<ul style="list-style-type: none"> Support BEA intranet home page as needed. Maintain OCIO home page and content as needed. Implement collaboration software. 	<ul style="list-style-type: none"> In each year, support BEA intranet home page as needed. In each year, maintain OCIO home page and content as needed. 			
Maintain Infrastructure to Ensure Reliability and Security.						
7.8	HelpDesk	<ul style="list-style-type: none"> Investigate possible upgrade or replacement to HelpDesk tracking system. 	<ul style="list-style-type: none"> If approved, implement improved HelpDesk tracking system software features. 	<ul style="list-style-type: none"> Evaluate improvements implemented in previous year and identify additional possible improvements. 	<ul style="list-style-type: none"> If approved, implement improved HelpDesk tracking system software features. 	<ul style="list-style-type: none"> Investigate possible upgrade or replacement to HelpDesk tracking system.
7.9		<ul style="list-style-type: none"> Conduct OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Conduct OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey. 	<ul style="list-style-type: none"> Conduct OCIO customer satisfaction survey.
7.10	Voice Mail System	<ul style="list-style-type: none"> Upgrade telephone and voice mail systems. 	<ul style="list-style-type: none"> Evaluate the upgrade from the previous year and investigate additional potential upgrades to voice mail system. 	<ul style="list-style-type: none"> If approved, implement the upgrades to voice mail system. 	<ul style="list-style-type: none"> Evaluate the upgrade from the previous year and investigate additional potential upgrades to voice mail system. 	<ul style="list-style-type: none"> Evaluate/Investigate potential upgrades to voice mail system.
7.11	Desktop Management System Software	<ul style="list-style-type: none"> Maintain desktop management system software. 	<ul style="list-style-type: none"> Maintain desktop management system software. 	<ul style="list-style-type: none"> Research and, if approved, upgrade/replace desktop management system software. 	<ul style="list-style-type: none"> Maintain desktop management system software. 	<ul style="list-style-type: none"> Maintain desktop management system software.
7.12	Desktop and Laptop	<ul style="list-style-type: none"> If approved, implement new client workstation. 	<ul style="list-style-type: none"> In each year, evaluate existing and investigate alternative workstations. 			
7.13	E-Mail System	<ul style="list-style-type: none"> Research new messaging technologies. 	<ul style="list-style-type: none"> Research new messaging technologies. 	<ul style="list-style-type: none"> If approved, implement new messaging software. 	<ul style="list-style-type: none"> Research new messaging technologies. 	<ul style="list-style-type: none"> If approved, implement new messaging software.
7.14	Mobile Technology	<ul style="list-style-type: none"> Continue to support mobile technology. Investigate wireless technology for conference rooms. 	<ul style="list-style-type: none"> Continue to investigate and, if appropriate, implement new mobile technology. If approved, implement wireless technology in conference rooms. 	<ul style="list-style-type: none"> Continue to investigate and, if appropriate, implement new mobile technology. 	<ul style="list-style-type: none"> Continue to investigate and, if appropriate, implement new mobile technology. 	<ul style="list-style-type: none"> Continue to investigate and, if appropriate, implement new mobile technology.
7.15	Printers	<ul style="list-style-type: none"> In each year, maintain network and personal printers. 				
7.16	WebCasting	<ul style="list-style-type: none"> In each year, support webcast operations and enhance as necessary. 				
MANAGEMENT						
Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives.						
7.17	Information Technology (IT) Planning & Architecture	<ul style="list-style-type: none"> Update BEA Strategic Plan, Strategic IT plan, Operational IT Plan, and Enterprise IT Architecture (EITA). 				
7.18		<ul style="list-style-type: none"> In each year, complete/update CPIC and EA maturity models-self assessments. 				
7.19	Department of Commerce Chief Information Officer (DOC CIO)	<ul style="list-style-type: none"> Liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the FY 2010 budget submission. Represent BEA on Commerce IT Review Board, Enterprise Architecture Advisory Group, email consolidation initiative, and other departmental initiatives. 				

INFORMATION TECHNOLOGY

Milestone	Programs	2008	2009	2010	2011	2012
MANAGEMENT						
Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives.						
7.20	IT Security	<ul style="list-style-type: none"> In each year, assess the strength of BEA's IT Security program by completing OMB/DOC maturity model self assessment. 				
7.21		<ul style="list-style-type: none"> In each year, conduct IT security awareness training for all staff. 				
7.22		<ul style="list-style-type: none"> In each year, maintain, review, and as needed, update the Risk Assessment, System Security Plan, Contingency Plan and security policies. 				
7.23		<ul style="list-style-type: none"> In each year, complete penetration testing of BEA network. 				
7.24		<ul style="list-style-type: none"> In each year, conduct monthly scanning of network infrastructure for known IT Security vulnerabilities. 				
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.25	Office Automation Software	<ul style="list-style-type: none"> Evaluate upgrade of desktop operating system to VISTA. Evaluate upgrade to latest desktop Office Suite. Test and Implement OMB mandated secure desktop configurations. 	<ul style="list-style-type: none"> In each year, research OS and office automation upgrades. 			
Maintain Infrastructure to Ensure Reliability and Security.						
7.26	Filtering	<ul style="list-style-type: none"> In each year, evaluate virus protection, spam and content filtering, and related software and upgrade as needed. 				
7.27	Technology Refresh	<ul style="list-style-type: none"> In each year, if funding allows, maintain an ongoing technical refreshment program by each year replacing up to 1/3 of LAN server hardware, desktops, laptops, and printers as needed. 				
7.28	Network Servers	<ul style="list-style-type: none"> Complete initial implementation of Internet Protocol version 6 (IPv6). 	<ul style="list-style-type: none"> In each year, Investigate and, as appropriate, enhance IPv6 implementation. 			
7.29	Network Bandwidth	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth to ensure that data flows are not hampered by technology barriers. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth. 	<ul style="list-style-type: none"> If accepted, upgrade bandwidth. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth. 	<ul style="list-style-type: none"> Evaluate and report on internal and external bandwidth.
7.30	Remote Access	<ul style="list-style-type: none"> Upgrade and simplify remote access to the network by implementing Secure Socket Layer (SSL) technology. 	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade. 	<ul style="list-style-type: none"> Review LAN remote access capabilities for possible upgrade. 	<ul style="list-style-type: none"> If accepted, upgrade remote access infrastructure. 	<ul style="list-style-type: none"> If accepted, upgrade remote access infrastructure.
7.31	Data Storage	<ul style="list-style-type: none"> Upgrade Storage Area Network (SAN) and perform health check. 	<ul style="list-style-type: none"> Research possible upgrades to SAN. Expand LAN space allocations based on current need. 	<ul style="list-style-type: none"> Research possible upgrades to SAN. Expand LAN space allocations based on current need. 	<ul style="list-style-type: none"> If approved, upgrade SAN capabilities. 	<ul style="list-style-type: none"> Research possible upgrades to SAN. Expand LAN space allocations based on current need.
STATISTICS						
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.32	System for Tabling and Aggregating Time Series (STATS) (GDP System)	<ul style="list-style-type: none"> Support and upgrade STATS, as appropriate. Test high performance STATS calculation engine with benchmark submissions. 	<ul style="list-style-type: none"> Support and upgrade STATS, as appropriate. Prepare for NIPA benchmark revision. 	<ul style="list-style-type: none"> In each year, support and upgrade STATS, as appropriate. 		
7.33	Industry System	<ul style="list-style-type: none"> In each year, support industry accounts systems as appropriate. 				

INFORMATION TECHNOLOGY

Milestone	Programs	2008	2009	2010	2011	2012
STATISTICS						
Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs						
7.34	FAME & Econometric / Statistical Software	• In each year, continue to support conversion to FAME.				
7.35	International Systems Modernization	<ul style="list-style-type: none"> Update data conversion software. Prototype the Unified Master File to better manage the universe of multinational corporations that report on BEA's surveys. 	• In each year, continue to modernize the processing systems for international accounts.			
Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data						
7.36	Database	<ul style="list-style-type: none"> Begin upgrade of database software to MS SQL 2005. Maintain and update database structure and platform standards and principles; apply to application re-engineering efforts as appropriate. 	• In each year, maintain and update the database structure and platform standards and principles; apply to application re-engineering efforts as appropriate.			
Maintain Infrastructure to Ensure Reliability and Security.						
7.37	Disaster Recovery Systems	<ul style="list-style-type: none"> Test & upgrade disaster recovery services to meet expanding Bureau needs. Participate in Forward Challenge Government-wide Disaster Recovery Test. 	• In each year, test & upgrade disaster recovery services to meet expanding Bureau needs.			
7.38	LAN backup system	• Investigate enhancement or replacement to the tape backup system.	• Enhance/replace the tape backup system if necessary.	• In each year, investigate enhancement or replacement to the tape backup system.		
7.39	Perimeter Security/ Firewall System	• Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	• If accepted, implement the upgrades to perimeter firewalls and security systems.	• Investigate upgrades to perimeter firewalls and security systems and recommend alternatives.	• If accepted, implement the upgrades to perimeter firewalls and security systems.	If accepted, implement the upgrades to perimeter firewalls and security systems.