



# Bureau of Economic Analysis Strategic Plan 2011-2015

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## **MISSION**

The mission of the Bureau of Economic Analysis is to promote a better understanding of the U.S. economy by providing the most timely, relevant, and accurate economic accounts data in an objective and cost-effective manner.

## **VISION**

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

## **THEMES AND GOALS**

BEA's Strategic Plan corresponds to the Department of Commerce's emphasis on several themes with respect to planning and performance. Specifically, BEA's plan identifies strategic themes, or objectives, that correspond to the Departmental themes of Economic Growth, Science and Information, Customer Service, Workforce Excellence, and Organizational Excellence.

## **Strategic Objective 1: Statistics**

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

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

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

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

- The continued preparation and release of critical statistics such as GDP, national and regional estimates of personal income, GDP by state and by metropolitan area, GDP by industry statistics, and statistics on international transactions and the international investment position.
- The development of new statistics such as quarterly GDP by industry statistics, quarterly international investment position statistics, state personal consumption expenditure statistics, GDP by state statistics, and industry-level production accounts.
- The acceleration of county-level personal income statistics.
- The improvement of existing statistics, including work to incorporate measures of research and development (R&D) into the NIPAs, research to provide expanded detail on energy in the benchmark input-output (I-O) accounts, research to improve the measures of bank output in GDP, research to develop accrual based estimates of pension contributions, and work to improve intermediate expenditures and valued added by industry in the I-O accounts.
- The continued work on satellite accounts for health care expenditures.
- The redesign of core IT systems and applications such as a new processing framework for processing an important survey of international investment and the application of the successful STATS-II processing system to income components of the GDP accounts.

## **Strategic Objective 2: Customers**

This objective falls under the Department's Theme "Customer Service." BEA's statistics are only as useful as our customers' ability to access, use, and understand them. The Strategic Plan for 2010–2014 is designed to make BEA's economic accounts and services more responsive to the needs of its customers and partners.

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

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

These goals will be accomplished through a number of projects, such as the release of additional methodologies, including additional chapters of the NIPA Concepts and Methods Handbook and updated primers on the input-output accounts and the international transactions accounts, a conference for users of the NIPAs, two-way dialogues with users about the future directions of the Input-Output Accounts, and work on a users' Handbook for the Regional Input-Output Multiplier System (RIMS II).

## **Strategic Objective 3: Employees**

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

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

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

These goals will be achieved through a number of efforts, including the implementation of revised hiring processes, the development of online training modules for National Accounts staff, the development of training on BEA products for IT staff, a wide array of professional development opportunities for BEA staff (including management and leadership training, training to improve communication skills, and university courses), the inclusion of responsibilities in each employee's performance plan that link to BEA's Strategic Plan, and the provision of a safe and comfortable work environment.

## **Strategic Objective 4: Management**

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

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

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

These goals are served by many activities that allow BEA to function effectively on a daily basis and support the continued improvement of BEA's statistics, such as the continuous focus on IT reliability and security, the implementation of flexible annual revisions, the application of the high-performance STATS-II processing system to additional statistics, and the continued modernization of BEA's processing systems to build in efficiencies that will save time and that will allow our staff to focus even more on analysis of the statistics.

## The Challenges Confronting BEA

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

- **A constantly changing economy.** The U.S. economy is in constant flux, and despite continuous improvements in efficiency, BEA must be diligent in updating its statistics to capture the changes in the economy. To do so, BEA must work to understand the structural changes that occur in the U.S. and global economies and must improve the source data and statistical methods used to measure those changes.
- **Integrating Federal economic accounts.** Data users have long demanded greater consistency among the various economic accounts provided by the decentralized U.S. statistical system, and that demand has only grown stronger as the economy has become more complex. Better integration will provide users with more accurate and consistent data within BEA's national, international, regional, and industry accounts as well as among BEA's accounts and the productivity and balance sheet data jointly produced by BEA, BLS, and the Federal Reserve Board with the support of the Census Bureau and other agencies. To meet this challenge, federal statistical agencies must continue to work together to harmonize definitions, methodologies, and analytical techniques.
- **Maintaining the relevance of economic accounts.** The most pressing public policy issues today call for new and expanded statistics that extend the GDP and related accounts beyond their long-established boundaries to address national priorities such as health care, innovation, and energy.
- **Efficiently exploiting information technology.** The urgency associated with the rapidly changing economy underscores the importance of highly flexible, adaptive IT systems.
- **Maintaining and expanding the expertise and satisfaction of its workforce.** The quality of BEA statistics is dependent on the knowledge and skill of its staff. As the complexity of the economy increases, so does the need for BEA staff to be at the leading edge of economic change and innovative measurement solutions. To retain and develop a skilled and satisfied work force, BEA must intensify its recruitment, hiring, retention, and training programs.

## Appendix A: Evaluating Success through Performance Measures

BEA's progress toward achieving its mission is reported each year in the "BEA Strategic Plan Report Card" at [www.bea.gov](http://www.bea.gov). Progress is determined through the use of both long-term and budget-related performance measures.

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

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

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

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

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

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

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

**NATIONAL ECONOMIC ACCOUNTS**

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: CUSTOMERS</b>							
Strategic Goal: Expand External Communications and Outreach Efforts							
1.1	Communications About the National Income and Product Accounts (NIPAs)	Relevance	<ul style="list-style-type: none"> <li>• Hold a NIPA data users' conference.</li> <li>• Develop additional FAQs for the BEA Web site.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop additional FAQs for the BEA Web site.</li> <li>• Provide updated table formats to data users in advance of the flexible annual revision.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop additional FAQs for the BEA Web site.</li> <li>• Hold data user briefings about the comprehensive revision.</li> <li>• Provide information to data users in advance of the comprehensive revision release.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop additional FAQs for the BEA Web site.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop additional FAQs for the BEA Web site.</li> </ul>
1.2	Methodology Papers/ Documentation	Relevance	<ul style="list-style-type: none"> <li>• Develop and release additional chapters of the NIPA concepts and methods handbook, including foreign trade.</li> <li>• If approved, release updated government transactions methodology paper.</li> </ul>	<ul style="list-style-type: none"> <li>• If approved, release additional chapters of the NIPA concepts and methods handbook, including federal and state and local government consumption and investment, corporate profits, and other income components.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and release additional chapters of the NIPA concepts and methods handbook.</li> </ul>	<ul style="list-style-type: none"> <li>• Update NIPA handbook to reflect the NIPA comprehensive revision.</li> <li>• Develop and release additional documentation.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and release additional documentation as needed.</li> </ul>
1.3	Biomedical Research & Development (R&D) Price Index	Relevance	<ul style="list-style-type: none"> <li>• In each year, prepare the chain-type R&amp;D biomedical price index for the National Institutes of Health (NIH) under reimbursable contract (see also milestone 7.38).</li> </ul>				
1.4	Territorial GDP	Relevance	<ul style="list-style-type: none"> <li>• Prepare Improved estimates of GDP for the four U.S. territories, as recommended by Department of the Interior (DOI). Specifically, provide revised estimates for 2002–07 and new estimates for 2008–09.</li> </ul>	<ul style="list-style-type: none"> <li>• In each year, additional work to improve the estimates of GDP for the four U.S. territories, as recommended by DOI.</li> </ul>			
<b>Strategic Objective: EMPLOYEES</b>							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
1.5	National Accounts Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>• Conduct U.S. national accounts training program, and continue to evaluate for potential improvements.</li> <li>• Implement online training program and evaluate for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• In each year, conduct U.S. national accounts training program, and continue to evaluate for potential improvements.</li> <li>• In each year, continue to implement and improve online training program.</li> </ul>			



## NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: MANAGEMENT</b>							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
1.6	Modernize and improve national accounts processes and systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>With support from OCIO, implement high-performance STATS-II processing system for income side components, for NAICS estimates for 1998 and later (see also milestone 7.35).</li> <li>Implement FAME conversion for additional current estimate and annual revision systems (see also milestone 7.37).</li> <li>Continue FAME conversion for additional annual revision systems (see also milestone 7.37).</li> <li>Evaluate processing systems and consider opportunities for modernization.</li> </ul>	<ul style="list-style-type: none"> <li>Extend STATS-II processing to income components for SIC estimates for 2000 and earlier (see also milestone 7.35).</li> <li>Complete the FAME conversion for remaining annual revision systems (see also milestone 7.37).</li> <li>Continue FAME conversion for benchmark systems and fixed assets (see also milestone 7.37).</li> <li>Continue to evaluate opportunities for modernization of systems.</li> </ul>	<ul style="list-style-type: none"> <li>Implement FAME for benchmark and fixed asset systems (see also milestone 7.37).</li> <li>Evaluate processing systems and consider opportunities for modernization.</li> <li>Expand the internal data base to include source data from additional agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate processing systems and consider opportunities for modernization.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate processing systems and consider opportunities for modernization.</li> </ul>
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
1.7	Improve Major NIPA Revisions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2011 flexible annual NIPA revision and evaluate proposals for the 2012 flexible annual revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> <li>Begin work on 2013 comprehensive revision proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2012 flexible annual NIPA revision and evaluate proposals for the 2013 comprehensive revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive NIPA revision will feature incorporation of the 2007 benchmark Input-Output table.</li> <li>Monitor implementation of proposals for the 2013 comprehensive NIPA revision and evaluate proposals for the 2014 flexible annual revision.</li> <li>Evaluate proposals for future flexible annual revisions.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2014 flexible annual NIPA revision and evaluate proposals for the 2015 flexible annual revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2015 flexible annual NIPA revision and evaluate proposals for the 2016 flexible annual revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> </ul>

## NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Continue to Update Priority Statistics							
1.8	National Income and Product Accounts (NIPAs)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year of plan, prepare and release quarterly GDP and NIPA statistics.</li> <li>In each year of plan, prepare and release annual revision GDP and NIPA statistics.</li> </ul>				
1.9	Monthly Personal Income and Outlays	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year of plan, prepare and release monthly and quarterly personal income and outlays statistics.</li> <li>In each year of plan, prepare and release annual revision personal income and outlays statistics.</li> </ul>				
1.10	Fixed Assets and Consumer Durable Goods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release annual statistics on fixed assets and consumer durables for 1998-2010 in the annual revision of the NIPAs.</li> <li>Release benchmark private fixed investment by industry for 2002.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs. Incorporate the NIPA comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release annual statistics on fixed assets and consumer durables that reflect the annual revision of the NIPAs.</li> </ul>
1.11	International Submissions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Update NIPA and fixed asset statistics consistent with 1993 System of National Accounts (SNA) for OECD.</li> <li>Prepare Government Finance Statistics (GFS) for the previous 3 years under reimbursable contract for the Treasury Department to submit to IMF.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, update NIPA and fixed asset statistics consistent with 1993 SNA for OECD.</li> <li>In each year, prepare GFS for the previous 3 years under reimbursable contract for the Treasury Department to submit to IMF.</li> </ul>			

## NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.12	Improve Financial and Business Sector Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Identify potential uses of Internal Revenue Service (IRS) data that reconciles corporate financial reporting and corporate tax accounting (M-3).</li> <li>Using IRS microdata to compare corporate tax and financial reports for large corporations, identify possible improvements to NIPA corporate profits estimates.</li> <li>Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.</li> <li>Develop a proposal for improving the measurement of bank output in GDP.</li> <li>Continue work with Census Bureau to expand industries covered by the quarterly financial report (QFR).</li> </ul>	<ul style="list-style-type: none"> <li>Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.</li> <li>If approved, develop an implementation plan for improving the measurement of bank output in GDP for the comprehensive revision.</li> <li>Evaluate contractor's research on measurement of services produced by nondepository credit intermediation and by securities, commodities contracts, other financial investments, and related activities.</li> <li>Evaluate the IRS study of misreporting for S corporations; if approved, incorporate estimates of misreporting by S corporations.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a proposal to use improved indicators for real bank output.</li> <li>Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.</li> <li>If data are available, incorporate improved measures of corporate misreporting.</li> <li>If approved, incorporate improved measures of bank output in the comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.</li> <li>If approved, implement the proposal to use improved indicators for real bank output.</li> <li>Prepare prototype, separate estimates for S corporations and C corporations on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Update joint BEA/ Federal Reserve Board integrated macroeconomic accounts.</li> <li>If approved, release supplemental, separate measures for S corporations and C corporations.</li> </ul>
1.13	Address Gaps in Quarterly Source Data and Methods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Update PCE goods statistics with real-time scanner data.</li> <li>Prepare and implement a proposal to use additional scanner data in PCE statistics for 2003–07 in the annual revision.</li> <li>Evaluate expanded data and prepare proposal to use new Census Bureau quarterly services survey (QSS) data, as available.</li> <li>Coordinate use of scanner data in national and industry accounts to improve integration.</li> </ul>	<ul style="list-style-type: none"> <li>Update PCE goods statistics with real-time scanner data.</li> <li>Incorporate any newly available service products based on North American Product Classification System (NAPCS) from the Census Bureau's services annual survey into PCE.</li> <li>Coordinate use of scanner data in national and industry accounts to improve integration.</li> <li>Work with industry directorate to reconcile final demand estimates in the 2007 I-O table.</li> </ul>	<ul style="list-style-type: none"> <li>Update PCE goods statistics with real-time scanner data.</li> <li>Incorporate improved source data and methods in the comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research on using scanner data and other real-time data to improve statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research on using scanner data and other real-time data to improve statistics.</li> <li>Research improved deflation measures for sales of nonprofit institutions where CPIs are not available.</li> </ul>

## NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.14	Extend research and development (R&D) satellite account into the NIPAs.	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Publish a <i>Survey of Current Business</i> article on the R&amp;D satellite account.</li> <li>Begin preparatory analyses and research for the incorporation of R&amp;D statistics into the NIPAs.</li> <li>Review R&amp;D estimates for the benchmark 2007 I-O table.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare proposals and develop processing systems and estimates for the incorporation of R&amp;D estimates into the NIPAs.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate approved proposals and estimates of R&amp;D into the NIPA comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update measures of R&amp;D in the NIPAs.</li> </ul>	<ul style="list-style-type: none"> <li>Update measures of R&amp;D in the NIPAs.</li> </ul>
1.15	Improve Income Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Develop improved, accrual based estimates of pension contributions, prepare a proposal for the pension methodology.</li> <li>Prepare a proposal to improve mortgage interest; implement if approved.</li> <li>Compare and evaluate the results of the experimental operating profits methodology with the current estimate methodology to determine which is superior.</li> <li>Prepare parallel estimates for total wages and study the size of revision when the quarterly census of employment and wages is use; provide an internal report on the results.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a proposal and implementation plan for accrual based pension estimates in the NIPAs.</li> <li>If the proposal is approved and data are available, incorporate improvements to current estimates of corporate profits.</li> <li>Depending on results of research, prepare improved estimates of interest and of imputed services of depository institutions.</li> <li>If approved, incorporate streamlined methodologies for overly complex components.</li> </ul>	<ul style="list-style-type: none"> <li>If the proposal is approved, incorporate accrual based pension estimates in the NIPA comprehensive revision.</li> <li>If the proposal is approved and data are available, incorporate improved measures of mortgage originations and fees.</li> <li>If proposal is approved, incorporate improved estimates of interest and of imputed services of depository institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate, and if approved, incorporate estimates that reflect additional methodology streamlining.</li> <li>Update measures of taxpayer nonfiling.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate, and if approved, incorporate estimates that reflect additional methodology streamlining.</li> <li>Update measures of taxpayer nonfiling.</li> </ul>

## NATIONAL ECONOMIC ACCOUNTS

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<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.16	Improve Estimates of Personal Consumption Expenditures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Update estimates using merchandise line sales data from the 2007 economic census and 2003-07 annual retail sales.</li> <li>Finalize proposal, and if approved, develop estimates of real insurance for the flexible annual revision.</li> <li>Prepare proposals to improve motor vehicle statistics by harmonizing the service lives of used light and heavy trucks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a proposal to improve measures of medical and hospitalization insurance benefits; if approved, implement.</li> <li>With inputs from Industry Directorate, reconcile benchmark 2007 Input-Output (I-O) table statistics with NIPA PCE statistics.</li> <li>Prepare a proposal to use real-time data on registrations to improve motor vehicle statistics by sector; if approved, implement.</li> <li>Incorporate any newly available service products based on the North American Product Classification System (NAPCS) from the Census Bureau's services annual survey into PCE.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate results of the 2007 benchmark I-O statistics into the comprehensive revision of the NIPAs.</li> <li>Carry back the improved real insurance measures in the comprehensive revision.</li> <li>Carry back the improved medical and hospitalization benefits measures in the comprehensive revision.</li> <li>If approved, incorporate additional improvements to the motor vehicles estimates.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to evaluate newly available source data and estimating methods to improve PCE measures.</li> <li>Investigate additional opportunities to harmonize and improve motor vehicles estimates</li> </ul>	<ul style="list-style-type: none"> <li>Continue to evaluate newly available source data and estimating methods to improve PCE measures.</li> </ul>
1.17	Improve Estimates of Private Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>With Census Bureau, research seasonal adjustment of petroleum imports, and prepare a proposal for seasonal adjustment.</li> <li>Research source data for nonmerchant wholesale petroleum.</li> <li>Propose improvements to the foreign trade reconciliation; consider a quarterly underlying reconciliation table.</li> </ul>	<ul style="list-style-type: none"> <li>Begin to investigate benchmark inventory level measures that are consistent with change in private inventories.</li> <li>Research historical real sales and inventory/sales ratios using a single reference year.</li> <li>Based on research, submit a proposal to improve nonmerchant wholesale petroleum inventories.</li> <li>Review treatment of inventories held overseas under U.S. ownership, prepare an annual revision proposal if appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate results of the 2007 benchmark I-O table into the NIPA comprehensive revision.</li> <li>If approved, incorporate benchmark inventory levels that are consistent with change in private inventories.</li> <li>Update the reference year for historical real sales and inventory-sales ratios.</li> </ul>	<ul style="list-style-type: none"> <li>Provide historical real sales and inventory/sales ratios on an updated reference year for the NIPA comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Consider opportunities to improve the estimates for private investment and foreign trade.</li> </ul>

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<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
1.18	Improve Government Sector Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue research on the 2010 health care bill and incorporate new programs as they become effective.</li> <li>With industry directorate, develop a review process for state and local expenditures in the I-O table, particularly R&amp;D.</li> </ul>	<ul style="list-style-type: none"> <li>Review benchmark 2007 I-O estimates for state and local government.</li> <li>Continue research on the 2010 health care bill and incorporate new programs as they become effective.</li> <li>Develop estimates and prepare a proposal on accrual measures of federal and state and local pensions for the comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate 2007 benchmark I-O measures into the NIPA government sector statistics.</li> <li>If approved, incorporate accrual measures of federal and state and local pensions in the comprehensive revision.</li> <li>If approved, incorporate revised estimates for the funding of post-retirement benefits.</li> <li>Continue research on the 2010 health care bill and incorporate new programs as they become effective.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research on the 2010 health care bill and incorporate new programs as they become effective.</li> <li>Extend research into the NIPA treatment of federal loan and loan guarantee programs and deposit insurance.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research on the 2010 health care bill and incorporate new programs as they become effective.</li> <li>Extend research into the NIPA treatment of federal loan and loan guarantee programs and deposit insurance.</li> </ul>
1.19	Improve Fixed Asset Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue development of quarterly fixed assets estimates; report on findings.</li> <li>Prepare a paper presenting revised estimates of depreciation patterns of motor vehicles based on auction sales of used vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>Continue development of quarterly fixed assets estimates; if appropriate, propose publication of estimates.</li> <li>Continue research on fixed assets, including estimates by legal form of organization.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research on fixed assets, including estimates by legal form of organization.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research on fixed assets.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research on fixed assets.</li> </ul>
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts							
1.20	Improve Integration of National Accounts with Other U.S. Agency Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue research comparing BEA and BLS net stock statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research on fixed asset issues, including a comparison of BEA estimates with BLS productive stocks.</li> <li>Update the PCE/CPI reconciliation with new CPI weights.</li> <li>If feasible, begin to update the reconciliation of the national health expenditures accounts (NHEA) and NIPA estimates of health expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>Update reconciliation of the national health expenditures accounts (NHEA) and NIPA estimates of health expenditures.</li> <li>Update the PCE/CPI reconciliation to reflect the NIPA comprehensive revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update reconciliation of the national health expenditures accounts (NHEA) and NIPA estimates of health expenditures.</li> <li>Update the PCE/CPI reconciliation with new CPI weights.</li> </ul>	<ul style="list-style-type: none"> <li>Update reconciliation of the national health expenditures accounts (NHEA) and NIPA estimates of health expenditures.</li> <li>Update the PCE/CPI reconciliation with new CPI weights.</li> </ul>

**NATIONAL ECONOMIC ACCOUNTS**

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts							
1.21	Research on National Accounts Concepts and Methods	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue the development of accrual pension estimates, including a methodology for historical (pre-2000) estimates.</li> <li>Prepare a paper on interim findings of research on explaining variances in industry rates of return.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare proposals for accrual based pension estimates for the NIPAs 2013 comprehensive revision.</li> <li>Prepare a final paper on the results of research on explaining industry variances in rates of return.</li> </ul>	<ul style="list-style-type: none"> <li>If the proposal is approved, incorporate accrual based pension estimates in the NIPA comprehensive revision.</li> </ul>		
1.22	Improve Integration of National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare a report on the results of interpolating I-O account estimates between the 1997 and 2002 benchmark I-O tables (see also milestone 2.27).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to identify additional issues and possible improvements (see also milestone 2.27).</li> <li>Evaluate improvements made to date (see also milestone 2.27).</li> </ul>			
Strategic Goal: Improve Consistency With International Standards							
1.23	Research and Update PCE Classifications	Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue preparing statistics based on the new classification.</li> <li>Prepare a <i>Survey</i> article on long term trends in PCE using the new classification.</li> <li>If research warrants, prepare a proposal on adjusting PCE for travel exports.</li> </ul>	<ul style="list-style-type: none"> <li>If the proposal is approved, incorporate PCE for travel exports at the detailed commodity level.</li> </ul>			
1.24	Improve Government Sector Estimates	Relevance Accuracy	<ul style="list-style-type: none"> <li>Research a consistent treatment for real output measures of government and non-profit hospitals using experimental output measures.</li> <li>Continue research on government enterprise and pension plan sectoring.</li> <li>Evaluate Census data and prepare a research paper on accruals treatment of post-employment benefits (such as health insurance) in the NIPAs.</li> </ul>	<ul style="list-style-type: none"> <li>If the research paper is approved, develop estimates of real government output.</li> <li>Evaluate the availability of Census data needed to modify the sectoring for government enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, adopt estimates of real government output.</li> </ul>		

## NATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Improve Consistency With International Standards							
1.25	Improve Consistency with International Standards in NIPA and Fixed Assets Statistics	Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare proposals to capitalize artistic originals for the 2013 NIPA comprehensive revision.</li> <li>Based on internal comments, modify the proposal to capitalize acquisition costs.</li> <li>Participate in an interagency group on implementation of the balance of payments manual and SNA guidelines on outsourcing and offshoring.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, develop implementation plan and work with industry directorate to capitalize artistic originals in the 2007 benchmark I-O table; develop quarterly indicators for artistic originals.</li> <li>Review treatment of inventories held overseas by U.S. wholesale and retail establishments.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, incorporate capitalization of artistic originals in the 2013 NIPA comprehensive revision.</li> <li>If approved, incorporate the proposal to capitalize acquisition costs in the NIPA comprehensive revision.</li> <li>If appropriate, recommend an updated treatment of inventories held overseas by U.S. wholesale and retail establishments.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to participate in an interagency group on implementation of the balance of payments manual and SNA guidelines on outsourcing and offshoring.</li> </ul>	
1.26	Implement North American Industry Classification System (NAICS) and North American Product Classification System (NAPCS)	Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare to incorporate services statistics that are based on the NAPCS classification into PCE.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate any newly available service products based on NAPCS from the Census Bureau's services annual survey into PCE.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate any newly available service products based on NAPCS and NAICS from the Census Bureau's services annual survey into PCE.</li> </ul>	
1.27	Research into New Statistics on the American Household	Relevance Accuracy	<ul style="list-style-type: none"> <li>Begin research comparing BEA and Census Bureau income measures.</li> </ul>	<ul style="list-style-type: none"> <li>Dependent on data availability, conduct exploratory research on developing new statistics on distribution of income and consumption for households.</li> <li>Conduct research comparing income measures provided by BEA and Census Bureau; prepare a paper describing findings.</li> </ul>			



## INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: CUSTOMERS</b>							
Strategic Goal: Expand External Communications and Outreach Efforts							
2.1	Communication about the Industry Accounts	Relevance	<ul style="list-style-type: none"> <li>In each year, maintain and improve communication with data users.</li> <li>In each year, increase users' understanding of the Industry accounts through conferences, presentations, <i>Survey</i> articles, Web site improvements, and training sessions.</li> <li>In each year, develop and post new FAQs.</li> </ul>				
2.2	Industry Accounts Primer	Relevance	<ul style="list-style-type: none"> <li>Update primer to incorporate 2010 annual revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update primer to incorporate 2011 annual revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update primer to incorporate 2012 annual revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update primer to incorporate 2013 annual revision.</li> </ul>	<ul style="list-style-type: none"> <li>Update primer to incorporate 2007 benchmark and revised 1998–2012 annual accounts.</li> </ul>
2.3	International Statistical Leadership	Relevance	<ul style="list-style-type: none"> <li>In each year, assist other nations seeking support in upgrading and modernizing their I-O statistics.</li> </ul>				
Strategic Goal: Emphasize Two-Way Communication							
2.4	Inter Agency Communication	Relevance	<ul style="list-style-type: none"> <li>Participate in inter-agency meetings with BLS, Census, EIA, NSF, IRS, and other agencies, as appropriate.</li> <li>Complete work with Census to review proposed changes to the 2012 Economic Census forms.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, participate in inter-agency meetings with BLS, Census, EIA, NSF, IRS, and other agencies, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in inter-agency meetings with BLS, Census, EIA, NSF, IRS, and other agencies, as appropriate.</li> <li>Work with BLS and Census to review proposed changes to the 2017 NAICS.</li> <li>Work with Census to review proposed changes to the 2017 Economic Census forms.</li> </ul>		
2.5	User Inquiries	Relevance	<ul style="list-style-type: none"> <li>In each year, monitor and respond to user inquiries about the Industry accounts.</li> </ul>				
2.6	Future Direction of Industry Accounts	Relevance	<ul style="list-style-type: none"> <li>Solicit feedback from users to improve the Industry accounts.</li> <li>Continue dialogue with major users about future directions of the I-O accounts, including the structure of the 2007 benchmark I-O accounts.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, solicit feedback from users to improve the Industry accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Solicit feedback from users to improve the Industry accounts.</li> <li>Solicit feedback from users about the structure of the 2012 benchmark I-O accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Solicit feedback from users to improve the Industry accounts.</li> <li>Continue dialogue with major users about future directions of the I-O accounts, including the structure of the 2012 benchmark I-O accounts.</li> </ul>	
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
2.7	Web Based Interactive Data Tools	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement new functionality into web based interactive data tables.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and update as needed the web based interactive data tables functionality to meet customers' needs.</li> </ul>			

## INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: EMPLOYEES</b>							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
2.8	Industry Accounts Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Develop and implement in-house employee training on the Industry accounts and evaluate for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, continue to conduct in-house employee training on the Industry accounts and evaluate for improvements.</li> </ul>			
2.9	Professional Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, develop employee professional skills through participation in the BEA Workforce Development Opportunities program.</li> <li>In each year, develop employee professional skills through external training, as appropriate and given available funding.</li> <li>In each year, participate in in-house seminars.</li> </ul>				
2.10	Cross Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, explore opportunities for cross-training both within and outside of the Industry Economic Accounts Directorate (IEA).</li> <li>In each year, conduct joint projects between the IEA divisions and other BEA directorates.</li> </ul>				
<b>Strategic Objective: MANAGEMENT</b>							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
2.11	Improve Annual Processing System	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to improve and support the annual processing systems for the industry accounts (see also milestones 7.39–7.40).</li> <li>In each year, continue the documentation of these processing systems and related operating procedures.</li> </ul>				
2.12	Modernize and Improve Industry Accounts Processes and Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement, test, and finalize benchmark estimation modules for industry accounts processing system (see also milestones 7.39–7.40).</li> <li>Implement and test prototype quarterly estimation processing system.</li> </ul>	<ul style="list-style-type: none"> <li>Implement, test, and finalize publication modules for industry accounts processing system (see also milestones 7.39–7.40).</li> <li>Finalize prototype quarterly estimation processing system.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate annual data processing into industry accounts processing system (see also milestones 7.39–7.40).</li> <li>Implement and test satellite modules for industry accounts processing system.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize satellite modules for industry accounts processing system.</li> </ul>	
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
2.13	Industry Economic Accounts Review Team	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, discuss upcoming critical issues, evaluate options, review major proposals for changing the accounts and their methodologies.</li> </ul>				
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Continue to Update Priority Statistics							
2.14	I O and GDP by Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release all statistics for 2009 and revised statistics for 2007 and 2008, as well as years affected by flexible annual revisions.</li> <li>Prepare GDP final demand statistics for benchmark I-O accounts and begin reconciling with NIPA final demand statistics.</li> <li>Prepare and release the 2010 advance GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release all statistics for 2010 and revised statistics for 2008 and 2009, as well as years affected by flexible annual revisions.</li> <li>Complete reconciliation of benchmark I-O accounts final demand categories statistics with the NIPAs.</li> <li>Prepare and release the 2011 advance GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release all statistics for 2011 and revised statistics for 2009 and 2010, as well as years affected by flexible annual revisions.</li> <li>Prepare and release the 2012 advance GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release the 2007 benchmark I-O accounts.</li> <li>Prepare and release all statistics for 2012 and revised time series statistics for 1998-2011 that are consistent with the 2007 benchmark I-O accounts.</li> <li>Prepare 2012 benchmark I-O accounts production plans.</li> <li>Prepare and release the 2013 advance GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release all statistics for 2013 and revised statistics for 2011 and 2012, as well as years affected by flexible annual revisions.</li> <li>Develop final estimating framework for 2012 benchmark I-O accounts.</li> <li>Prepare and release the 2014 advance GDP by industry statistics.</li> </ul>

## INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Continue to Update Priority Statistics							
2.15	Prices in the I O and GDP by Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to research areas of improvement measuring price change in the I-O accounts and GDP by industry statistics.</li> </ul>				
2.16	GDP by Industry Statistics for the International Community	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year of plan, prepare and release GDP by industry statistics from that year's update of the industry accounts (see 2.14) which are made consistent with the SNA and provided to the OECD for international comparisons.</li> </ul>				
2.17	Travel and Tourism Satellite Accounts (TTSA)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release 2010 and revised 2007–2009 annual statistics, as well as years affected by flexible annual revisions.</li> <li>Prepare and release quarterly statistics on tourism commodity sales and tourism industry employment.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2011 and revised 2008–2010 annual statistics, as well as years affected by flexible annual revisions.</li> <li>Prepare and release quarterly statistics on tourism commodity sales and tourism industry employment.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2012 and revised 2009–2011 annual statistics, as well as years affected by flexible annual revisions.</li> <li>Prepare and release quarterly statistics on tourism commodity sales and tourism industry employment.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2013 and revised 2010–2012 annual statistics, as well as years affected by flexible annual revisions.</li> <li>Prepare and release quarterly statistics on tourism commodity sales and tourism industry employment.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2014 and revised 1998–2013 annual and quarterly statistics on tourism commodity sales and tourism industry employment that are consistent with the 2007 benchmark I-O accounts.</li> </ul>
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
2.18	Improve Time Series Perspective of the Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O accounts.</li> </ul>			<ul style="list-style-type: none"> <li>Expand interpolation of annual I-O statistics to include 2007 benchmark I-O accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve techniques used to interpolate annual I-O statistics between benchmark I-O accounts.</li> </ul>
2.19	Improve Output and Final Use Measures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Begin implementing proposed improvements into the I-O accounts and GDP by industry statistics.</li> <li>Complete implementation of proposed improvements in time for 2007 benchmark I-O accounts final use reconciliation with NIPAs.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, continue to improve source data and estimation methods for output and final use measurement.</li> </ul>			
2.20	Improve Intermediate Input Measures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Assess newly available services expense data from the Census Annual Survey of Manufactures and incorporate these into the I-O accounts and GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Continue review and analysis of available service expense data from the Census Annual Survey of Manufacturers.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, continue to improve source data and estimation methods for intermediate input measurement.</li> </ul>		

## INDUSTRY ECONOMIC ACCOUNTS

Milestone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
2.21	Improve Measures of Value Added by Industry in the Input Output Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Research improved quality indicators for gross operating surplus for the 2007 benchmark I-O accounts.</li> <li>Continue research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus.</li> </ul>	<ul style="list-style-type: none"> <li>Develop initial results of reconciled gross operating surplus for the 2007 benchmark I-O accounts. Evaluate the statistics and quality indicators; modify where appropriate.</li> <li>Continue research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate results from the 2014 comprehensive revision of the NIPAs as part of reconciling statistics on gross operating surplus.</li> <li>Continue research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research of major differences between tax based measures of gross operating surplus and Economic Census derived measures of gross operating surplus.</li> </ul>
2.22	Incorporate R&D and Other Intangibles as Investment into the Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue work on methodology and testing for incorporating R&amp;D and other intangibles as investment.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate R&amp;D and other intangibles as investment in the 2007 benchmark I-O accounts</li> </ul>			
2.23	Improve Advance GDP by Industry Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, evaluate the advance GDP by industry statistics in the context of research on quarterly GDP by industry.</li> </ul>				
2.24	Historical I O Accounts on NAICS Basis	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue work to develop historical I-O accounts, KLEMS statistics, and price-adjusted statistics on a NAICS basis.</li> </ul>				
2.25	GDP Territories	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Undertake additional work to improve the statistics of GDP for the four U.S. territories, as recommended by Department of the Interior.</li> <li>Prepare a <i>Survey</i> article on the results of territorial GDP.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, work to improve the statistics of GDP for the four U.S. territories, as recommended by the Department of Interior</li> </ul>			
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and with Other Accounts							
2.26	Review and Reconcile Output with Comparable Bureau of Labor Statistics (BLS) Measures	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue work with BLS to increase consistency of industry output measures.</li> </ul>				
2.27	Improve Integration of National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Incorporate specific improvements to the Industry accounts and the NIPAs through improved feedback and integration (see also milestone 1.22).</li> </ul>	<ul style="list-style-type: none"> <li>In each year, incorporate improvements to the Industry accounts and the NIPAs through continued feedback and integration (see also milestone 1.22).</li> <li>In each year, evaluate use of scanner data in the industry accounts to improve integration with the NIPAs.</li> </ul>			

## INDUSTRY ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015	
<b>Strategic Objective: STATISTICS</b>								
Strategic Goal: Improve Consistency and Integration Across BEA Accounts and with Other Accounts								
2.28	Improve Major Industry and National Revisions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2011 annual NIPA revision and evaluate proposals for the 2012 revision.</li> <li>Develop flexible annual revision procedures, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2012 annual NIPA revision and evaluate proposals for the 2013 revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2013 annual NIPA revision and evaluate proposals for the 2014 revision.</li> <li>Evaluate proposals for future flexible annual revisions.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2014 annual NIPA revision and evaluate proposals for the 2015 revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of proposals for the 2015 annual NIPA revision and evaluate proposals for the 2016 revision.</li> <li>Evaluate and improve flexible annual revision procedures, as needed.</li> </ul>	
Strategic Goal: Improve Consistency With International Standards								
2.29	Improve Consistency with International Standards	Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, evaluate methodology improvements for increased consistency with the System of National Accounts.</li> </ul>					
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics								
2.30	Quarterly GDP by Industry Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue research and introduce prototype quarterly GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release prototype quarterly GDP by industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Release historical prototype quarterly GDP by industry statistics</li> </ul>	<ul style="list-style-type: none"> <li>If approved, release quarterly GDP by industry statistics on a regular basis following the 3rd release of GDP.</li> </ul>	<ul style="list-style-type: none"> <li>Release quarterly GDP by industry statistics following the 3rd release of GDP.</li> <li>Develop methods to accelerate the release of quarterly GDP by industry statistics.</li> </ul>	
2.31	Industry Level Production Accounts	Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue research on prototype, integrated industry-level production account.</li> </ul>	<ul style="list-style-type: none"> <li>Complete work on a conceptual framework for a preparing prototype, integrated industry-level production account.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release a prototype, integrated industry-level production account.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release a prototype, integrated industry-level production account.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, prepare and release an integrated industry-level production account on a regular basis.</li> </ul>	
2.32	Improved Energy Statistics in the Industry Accounts	Relevance Accuracy	<ul style="list-style-type: none"> <li>Research feasibility of expanding the level of detail for energy components in the 2007 benchmark I-O accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research and develop proposals for expanding the level of detail for energy components in the 2007 benchmark I-O accounts.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, expand the level of detail for energy components in the 2007 benchmark I-O accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Research feasibility of expanding level of detail for energy components in the 2012 benchmark I-O accounts..</li> </ul>		

## INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: CUSTOMERS</b>							
Strategic Goal: Expand External Communications and Outreach Efforts							
3.1	Analyses and Articles	Relevance	<ul style="list-style-type: none"> <li>Release updated methodology documentation for the international accounts.</li> <li>Prepare an article on the reliability of the international accounts statistics.</li> <li>Prepare regular articles and analyses.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, prepare regular articles and analyses.</li> </ul>			
3.2	Prepare Additional Special Studies	Relevance	<ul style="list-style-type: none"> <li>Publish detailed final results of the 2007 benchmark survey of foreign direct investment in the United States.</li> <li>Prepare other special studies to extend analysis of international accounts statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare an analysis of the preliminary results of the 2009 benchmark survey of U.S. direct investment abroad.</li> <li>Prepare special studies to extend analysis of international accounts statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Publish detailed final results of the 2009 benchmark survey of U.S. direct investment abroad.</li> <li>Prepare special studies to extend analysis of international accounts statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare other special studies to extend analysis of international accounts statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare an analysis of the preliminary results of the 2012 benchmark survey of foreign direct investment in the United States.</li> <li>Prepare other special studies to extend analysis of international accounts statistics.</li> </ul>
3.3	Presentations	Relevance	<ul style="list-style-type: none"> <li>In each year, present research and analysis at outside conferences.</li> </ul>				
3.4	Special Sworn Employees Program	Relevance	<ul style="list-style-type: none"> <li>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.</li> </ul>				
3.5	International Statistical Leadership	Relevance	<ul style="list-style-type: none"> <li>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.</li> </ul>				
3.6	Evaluate Customer Satisfaction	Relevance	<ul style="list-style-type: none"> <li>In each year, continue to evaluate customers' needs and implement improvements to the Web site and other products related to international statistics.</li> </ul>				
Strategic Goal: Emphasize Two-Way Communication							
3.7	Survey Respondent Outreach	Relevance	<ul style="list-style-type: none"> <li>Contact survey respondents to evaluate questions for the 2011 benchmark survey of selected services transactions.</li> <li>Maintain contact with industry groups and other interested parties with regard to surveys of related statistics.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, maintain contact with survey respondents and other stakeholders and implement changes to survey program as needed.</li> </ul>			
Strategic Goal: Exploit technology for the best possible data collection and dissemination methods and to ensure security							
3.8	Electronic Data Collection and Dissemination	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> <li>Maintain and update the international accounts Web site.</li> <li>Contribute to the work of the Web Steering Committee and other efforts to make improvements to the Web site.</li> <li>Maintain and update the electronic reporting system (eFile).</li> </ul>				

## INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: EMPLOYEES</b>							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
3.9	Cross Divisional Teams	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Establish teams to evaluate improvements to best practices for statistical production.</li> <li>Evaluate recommendations of the best practices teams.</li> </ul>	<ul style="list-style-type: none"> <li>Implement approved recommendations of the best practices teams.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, use cross-divisional teams to work on special or on-going projects, as appropriate.</li> </ul>		
3.10	Hiring and Succession Planning	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, emphasize and improve initiatives for timely replacement of staff when openings occur.</li> </ul>				
3.11	Staff Professional Development	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> <li>Continue to expand developmental opportunities for staff, such as outside training, presentations, committee service, and assignments in new areas.</li> <li>Encourage participation in Bureau-wide activities, such as seminars and training.</li> </ul>				
3.12	International Accounts Training Program	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Conduct international accounts course and evaluate ways to improve and expand the course, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, conduct international accounts course, making improvements and additions to the program as needed for staff development.</li> </ul>			
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
3.13	Internal Communications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Improve internal communications based on recommendations of the best practices teams.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, continue to identify methods to improve internal communications.</li> </ul>			
<b>Strategic Objective: MANAGEMENT</b>							
Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning							
3.14	Coordinate Implementation of New International Standards	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Utilize an internal steering committee to guide and monitor implementation of new international standards and other changes and to coordinate improvements with National Accounts and other staff.</li> <li>Contribute actively to the work of international organizations involved with the implementation of statistical standards and related research.</li> </ul>	In each year: <ul style="list-style-type: none"> <li>Continue to monitor implementation of new international standards.</li> <li>Continue to contribute to the work of international organizations involved with the implementation of statistical standards and related research.</li> </ul>			

## INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Continue to Update Priority Statistics							
3.15	International Transactions Accounts (ITAs)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release quarterly statistics for the ITAs.</li> <li>Prepare and release 2010 and revised annual and quarterly statistics for earlier years subject to revision.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release quarterly statistics for the ITAs.</li> <li>Prepare and release 2011 and revised annual and quarterly statistics for earlier years subject to revision.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release quarterly statistics for the ITAs.</li> <li>Prepare and release 2012 and revised annual and quarterly statistics for earlier years subject to revision.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release quarterly statistics for the ITAs.</li> <li>Prepare and release 2013 and revised annual and quarterly statistics for earlier years subject to revision.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release quarterly statistics for the ITAs.</li> <li>Prepare and release 2014 and revised annual and quarterly statistics for earlier years subject to revision.</li> </ul>
3.16	International Investment Position (IIP) Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release 2010 and revised annual statistics for the IIP.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2011 and revised annual statistics for the IIP.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2012 and revised annual statistics for the IIP.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2013 and revised annual statistics for the IIP.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2014 and revised annual statistics for the IIP.</li> </ul>
3.17	Financial and Operating (F&O) Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release F&amp;O statistics for 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release F&amp;O statistics for 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release F&amp;O statistics for 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release F&amp;O statistics for 2012.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release F&amp;O statistics for 2013.</li> </ul>
3.18	International Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release 2010 and revised annual statistics on international services transactions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2011 and revised annual statistics on international services transactions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2012 and revised annual statistics on international services transactions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2013 and revised annual statistics on international services transactions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release 2014 and revised annual statistics on international services transactions.</li> </ul>
3.19	Trade in Goods and Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, prepare and release monthly statistics on trade in goods and services, jointly with the Census Bureau.</li> </ul>				
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.20	Research and Improve Estimates of International Services	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Maintain and update the sources and methods to improve the measures of international services.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, maintain and update the sources and methods to improve the measures of international services.</li> </ul>			
3.21	Quarterly Surveys of International Services Transactions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Align quarterly financial services transactions with the results of the 2009 benchmark survey.</li> </ul>		<ul style="list-style-type: none"> <li>Align quarterly selected services transactions with the results of the 2011 benchmark survey.</li> </ul>		<ul style="list-style-type: none"> <li>Align quarterly insurance transactions with the results of the 2014 benchmark survey.</li> </ul>
3.22	Benchmark Surveys of International Services Transactions	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Design benchmark survey of selected services and intangible assets for 2011.</li> <li>Incorporate the results of the 2009 benchmark survey of financial services transactions into the ITAs.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct benchmark survey of selected services and intangible assets for 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Design benchmark survey of insurance transactions for 2013.</li> <li>Incorporate the results of the 2011 benchmark survey of selected services into the ITAs.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct benchmark survey of insurance transactions for 2013.</li> <li>Design benchmark survey of financial services transactions for 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct redesigned 2014 benchmark survey of financial services transactions.</li> <li>Incorporate the results of the 2013 benchmark survey of insurance transactions into the ITAs.</li> </ul>
3.23	Utilize Statistical Sampling Techniques	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, refine and adjust sampling techniques as necessary given available program resources.</li> </ul>				
3.24	Quarterly International Investment Position (IIP) Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Determine methodology for producing quarterly IIP statistics.</li> <li>Prepare experimental estimates.</li> <li>Make changes to processing systems as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release quarterly IIP statistics.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, prepare and release quarterly IIP statistics.</li> </ul>		



## INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements							
3.25	Cognitive Redesign of Surveys	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement the redesigned quarterly survey of U.S. direct investment abroad and evaluate its effectiveness using feedback from survey respondents.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, continue to extend survey design improvements to other BEA surveys, as appropriate.</li> </ul>			
3.26	Interagency Data Sharing Projects	Timeliness Relevance Accuracy	<p>Conduct data-sharing projects, to include:</p> <ul style="list-style-type: none"> <li>Linking BEA data on R&amp;D of multinational companies with Census data on R&amp;D for all U.S. companies for 2004–2007; publish final linked data for 2004-2005.</li> <li>Linking BEA data on U.S. parent companies to BLS occupational data; publish initial findings.</li> <li>Linking BEA data on U.S. affiliates of foreign companies to data from the Census Bureau's 2007 Economic Census.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, continue to support and conduct data sharing projects.</li> </ul>			
3.27	Improvements to Travel Statistics with Credit Card Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue to evaluate credit card data as a source for constructing travel statistics in the ITAs.</li> <li>Make recommendations for use of credit card data in future years.</li> </ul>	<ul style="list-style-type: none"> <li>Implement recommendations for use of credit card data for travel statistics in the ITAs.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, prepare and release quarterly travel statistics based on credit card data.</li> </ul>		
3.28	Address Data Gaps in Financial Account Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Work with the Federal Reserve Board and Department of Treasury to address data gaps in the financial account of the ITAs.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Federal Reserve Board and Department of Treasury to close gaps in the financial account.</li> </ul>			

## INTERNATIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
<b>Strategic Goal: Improve Consistency and Integration Across BEA Accounts and With Other Accounts</b>							
3.29	Improve Integration of International Accounts with National and Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Provide National and Industry Accounts staff with detailed information on methodologies and source data to foster a better understanding of the international accounts.</li> <li>Collaborate with National and Industry Accounts staff before implementing changes to the international accounts.</li> <li>Improve data transfers between BPD and the National and Industry Accounts to improve accuracy and consistency across accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve integration of International Accounts with National and Industry Accounts.</li> </ul>			
<b>Strategic Goal: Improve Consistency With International Standards</b>							
3.30	Implement New International Standards and Other Changes	Relevance Accuracy	In each year: <ul style="list-style-type: none"> <li>Identify additional changes that can be implemented during the annual revision of the ITAs and IIP.</li> <li>Implement approved changes.</li> </ul>				
3.31	International Data Submissions	Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, prepare balance of payments, IIP, services, and direct investment statistics to submit to the IMF and OECD.</li> </ul>				
<b>Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs</b>							
3.32	Modernization and Maintenance of IT Systems for International Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Work with staff from the Office of the Chief Information Officer (OCIO) to maintain and improve the IT systems for the international accounts and related survey processing systems.</li> <li>Work with staff from OCIO to move processing of a key survey of international investment into the new processing framework.</li> <li>Work with staff from OCIO to complete the initial system for top level aggregation of international transactions accounts statistics including auditing.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, work with staff from OCIO to modernize and maintain the IT systems for the international accounts and related survey processing systems (see also milestones 7.32–7.34).</li> </ul>			

## REGIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: CUSTOMERS</b>							
Strategic Goal: Expand External Communications and Outreach Efforts							
4.1	External Communication Enhancements for the Regional Program	Relevance	In each year: <ul style="list-style-type: none"> <li>• Present new developments and updates at regional economic conferences.</li> <li>• Develop partnerships with additional customer groups.</li> </ul>				
4.2	User Handbook and Help Files	Relevance	<ul style="list-style-type: none"> <li>• Develop draft of RIMS II User Handbook for internal review.</li> <li>• Develop additional FAQs to support data releases as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize the draft of RIMS II User Handbook and post it on BEA web site.</li> <li>• Develop additional FAQs to support data releases as needed.</li> </ul>	In each year: <ul style="list-style-type: none"> <li>• Update documents on methodology and help topics as needed.</li> <li>• Develop additional FAQs to support data releases as needed.</li> </ul>		
Strategic Goal: Emphasize Two-Way Communication							
4.3	RIMS Online Systems	Relevance	In each year: <ul style="list-style-type: none"> <li>• Monitor customer feedback on RIMS systems.</li> <li>• Implement changes as needed.</li> </ul>				
4.4	Manage Inter divisional and Inter agency Communications	Relevance	In each year: <ul style="list-style-type: none"> <li>• Engage in Bureau-wide committees.</li> <li>• Participate in interagency meetings with Census, IRS, BLS, and other statistical agencies.</li> <li>• Communicate with other statistical agencies of BEA's data or product needs and respond to their requests for information.</li> <li>• Prepare Regional Bi-Weekly reports to share with BEA Directorates.</li> <li>• Work with OCIO and Communications Division staff to prepare for emergency and COOP planning.</li> </ul>				
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
4.5	Mapping and Graphics	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> <li>• Monitor user feedback and new developments in mapping technology.</li> <li>• Modify mapping products and graphics applications as appropriate.</li> <li>• If feasible, promote the applications through training.</li> </ul>				
4.6	Data Dissemination Technologies	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>• Continue required database development associated with BEA IT modernization efforts.</li> <li>• Develop alternative archiving capability to replace the CD-ROMs and DVDs.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue required database development associated with BEA IT modernization efforts.</li> <li>• Begin research and review of possible new technologies for data collection and dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete upgrade of database applications for the entire regional program.</li> <li>• Continue to research and review new technologies for data collection and dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to research and review new technologies for data collection and dissemination.</li> </ul>	
<b>Strategic Objective: EMPLOYEES</b>							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
4.7	Staff Professional Development	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> <li>• Provide staff with opportunities to develop professionally, emphasizing opportunities that develop presentation and communication skills and/or enhance understanding of economic statistics produced by other data providers.</li> <li>• Update and offer basic Regional Economics course if needed.</li> <li>• Provide team building training to strengthen existing and/or newly organized teams as needed.</li> </ul>				
<b>Strategic Objective: MANAGEMENT</b>							
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
4.8	Manage IT Infrastructure	Timeliness Relevance Accuracy	In each year: <ul style="list-style-type: none"> <li>• Improve the Regional Directorate pages of the BEA Web site.</li> <li>• Update web site information on estimation systems and documentation as needed.</li> <li>• Provide IT training to staff to keep up with new technology.</li> <li>• Monitor performance of integrated RIMS estimation and Web ordering and delivery system, making changes as needed.</li> </ul>				

## REGIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015	
<b>Strategic Objective: STATISTICS</b>								
Strategic Goal: Continue to Update Priority Statistics								
4.9	Annual State Personal Income (SPI) Including Disposable SPI	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, prepare and release annual SPI statistics for the previous year.</li> </ul>					
4.10	Annual/ Benchmark Gross Domestic Product (GDP) by state	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Release GDP-by-state benchmark statistics for 1963–97 on a SIC basis and for 1997–2008 on a NAICS basis.</li> <li>Release advance total and sector-level GDP-by-state statistics for 2009.</li> <li>Release annual revision of GDP-by-state statistics for 2007–2009 and total and sector-level GDP-by-state statistics for 2010.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, prepare and release annual GDP-by-state statistics.</li> </ul>				
4.11	Quarterly SPI	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, prepare and release quarterly SPI statistics.</li> </ul>					
4.12	Annual Local Area Personal Income (LAPI)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release annual 2009 LAPI statistics with NAICS sub-sector industries and new area definitions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release annual 2010 LAPI statistics with NAICS sub-sector industries and new area definitions.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and release annual 2011 LAPI statistics with NAICS sub-sector industries and new area definitions on an accelerated schedule.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, prepare and release annual LAPI statistics with NAICS sub-sector industries and new area definitions 10 months after the end of the previous year.</li> </ul>		
4.13	Advance Metropolitan Area Personal Income (MAPI)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Prepare and release advance annual 2010 MAPI for NAICS sector industries.</li> <li>Investigate source data availability and, if feasible, develop processes to accelerate the release of advance annual MAPI.</li> </ul>	<ul style="list-style-type: none"> <li>If feasible, prepare and release advance annual 2011 MAPI four months after the end of the previous year.</li> </ul>	<ul style="list-style-type: none"> <li>If feasible, in each year continue to prepare and release advance annual MAPI four months after the end of the previous year.</li> </ul>			
4.14	Regional Input Output Multipliers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Finish incorporating 2008 national annual I-O table and local area data.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, incorporate the national annual I-O table and local area data for the third prior year.</li> </ul>				
4.15	Implementation of NAICS for GDP by state	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue researching methodology to improve the quality of the NAICS-based GDP-by-state statistics.</li> </ul>	<ul style="list-style-type: none"> <li>If feasible, release NAICS-based GDP-by-state statistics back to 1992.</li> <li>Monitor feedback on quality of the NAICS-based statistics.</li> <li>Investigate feasibility of releasing NAICS-based GDP-by-state statistics back to 1963.</li> </ul>	<ul style="list-style-type: none"> <li>If feasible, release NAICS-based GDP-by-state statistics back to 1963.</li> </ul>			

## REGIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
<b>Strategic Goal: Continue to Update Priority Statistics</b>							
4.16	Annual/Benchmark Gross Domestic Product (GDP) by metropolitan area	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Release GDP-by-metropolitan-area benchmark statistics for 2001–2008 on a NAICS basis.</li> <li>Release revised GDP-by-metropolitan-area statistics for 2007–2009 on a NAICS basis.</li> </ul>	<ul style="list-style-type: none"> <li>Release revised GDP-by-metropolitan-area statistics for 2008–2010 on a NAICS basis.</li> </ul>	<ul style="list-style-type: none"> <li>Release revised GDP-by-metropolitan-area statistics for 2009–2011 on a NAICS basis.</li> </ul>	<ul style="list-style-type: none"> <li>Release revised GDP-by-metropolitan-area statistics for 2010–2012 on a NAICS basis.</li> </ul>	<ul style="list-style-type: none"> <li>Release revised GDP-by-metropolitan-area statistics for 2011–2013 on a NAICS basis.</li> </ul>
<b>Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements</b>							
4.17	Accelerated Release of County Level Personal Income and Components	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue the development and testing of the processes to accelerate county personal income, targeting early FY 2013 for completion of the acceleration of the release of county-level personal income.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the development and testing of the processes to accelerate county personal income and, if feasible, begin production; targeting early FY 2013 for the release of 2011 county-level personal income.</li> </ul>	<ul style="list-style-type: none"> <li>If feasible, release county-level personal income for 2011 early in FY 2013.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, assuming source data continue to be timely and available, release county-level income statistics on an accelerated schedule.</li> </ul>	
4.18	Enhancements to RIMS Multipliers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Complete an internal report documenting alternative regionalization methods that could be applied to RIMS.</li> </ul>	<ul style="list-style-type: none"> <li>If report indicates feasibility, conduct research related to introducing a new regionalization method into RIMS.</li> </ul>	<ul style="list-style-type: none"> <li>If research demonstrates feasibility, incorporate new regionalization method into RIMS.</li> </ul>		
4.19	New Source Data for Regional GDP and Personal Income Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, research possible new sources of data to improve the accuracy of the regional GDP and personal income statistics and incorporate new data whenever feasible.</li> </ul>				
<b>Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics</b>							
4.20	Disposable Metropolitan Area Personal Income (MAPI)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Dependent upon source data availability, extend disposable personal income for metropolitan areas to include 2008 estimates.</li> <li>Review the statistics for quality and for customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>If review shows that source data is reliably available, that standards of timeliness and quality can be consistently met and that statistics meet customers needs, make the estimation of disposable MAPI a permanent part of the regional accounts.</li> </ul>			

## REGIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
<b>Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics</b>							
4.21	Alternative Measures of Income by State	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Evaluate data obtained from IRS, continue to develop methods to estimate alternative measures of income and pension receipts by state.</li> </ul>	<ul style="list-style-type: none"> <li>Review and report on the quality of the statistics on alternative measures of income and pension receipts by state.</li> </ul>	<ul style="list-style-type: none"> <li>If review shows that standards of timeliness and quality can be consistently met, prepare a benchmark proposal to make the estimation of alternative measures of income and pension receipts by state a permanent part of the regional accounts.</li> </ul>	<ul style="list-style-type: none"> <li>If the proposal is approved, incorporate alternative measures of income and pension receipts by state in the regional comprehensive revision.</li> </ul>	
4.22	Research on Supplemental Pension Accounts, by State	Relevance Accuracy	<ul style="list-style-type: none"> <li>Develop a methodological framework for the estimation of accrual estimates of defined-benefit pensions by state.</li> <li>Investigate availability of suitable source data for public sector defined benefit plans.</li> </ul>	<ul style="list-style-type: none"> <li>Review quality of source data for all available years.</li> <li>Begin production of experimental accrual estimates of defined benefit pensions, by state.</li> </ul>	<ul style="list-style-type: none"> <li>Review and report on the quality of experimental accrual estimates of defined benefit pensions, by state.</li> <li>Prepare a benchmark proposal for accrual based pension estimates, by states to supplement the regional accounts.</li> </ul>	<ul style="list-style-type: none"> <li>If the proposal is approved, incorporate accrual based pension estimates, by state in the regional comprehensive revision.</li> </ul>	
4.23	State Personal Consumption Expenditures (PCE)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue research into available data sources and possible estimation methods for state-level PCE estimates.</li> <li>If research demonstrates feasibility, commence development of prototype estimates.</li> </ul>	<ul style="list-style-type: none"> <li>Complete development and release prototype estimates.</li> <li>Begin evaluation of prototype estimates.</li> </ul>	<ul style="list-style-type: none"> <li>Complete evaluation of prototype estimates and, assuming evaluation is positive, develop and release updated estimates as a permanent addition to the regional statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate feasibility of expanding prototype estimates to include other geographies.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to evaluate feasibility of expanding prototype estimates to include other geographies.</li> </ul>
4.24	Revised BEA Economic Areas	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue assessing various data sources and new methodologies to be used to redefine BEA economic areas.</li> <li>Monitor user feedback on current methodology.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a research report on data and methodology that can be used to redefine the BEA economic areas.</li> <li>Continue to monitor user feedback on current methodology.</li> </ul>	<ul style="list-style-type: none"> <li>If research shows feasibility, begin working on revising BEA economic areas.</li> </ul>	<ul style="list-style-type: none"> <li>Construct experimental sets of new BEA economic areas.</li> <li>Finalize the revised BEA economic areas.</li> <li>If feasible, release the revised BEA economic areas.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor user feedback on current methodology.</li> <li>Document data sources and new methodologies to be used to redefine BEA economic areas.</li> </ul>
4.25	Regional Estimation of Research & Development Investment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Revise methodology as required.</li> </ul>	<ul style="list-style-type: none"> <li>Revise methodology as required.</li> <li>Begin the process of incorporating R&amp;D estimates into GDP by state and metropolitan area estimation systems.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the process of incorporating R&amp;D estimates into GDP by state and metropolitan area estimation systems.</li> </ul>		

## REGIONAL ECONOMIC ACCOUNTS

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics							
4.26	State level Government Revenue and Expenditure Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue research with various data sources and estimation methods for state-level government revenue and expenditure accounts.</li> </ul>	<ul style="list-style-type: none"> <li>If research demonstrates feasibility, finalize development of prototype estimates.</li> </ul>	<ul style="list-style-type: none"> <li>Release prototype estimates.</li> <li>Monitor customer feedback and revisions to previous prototype estimates.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve prototype estimates based on results of research and customer feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Release improved state-level government revenue and expenditure accounts.</li> </ul>
4.27	Quarterly GDP by State Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Research possible methodologies for developing GDP-by-State statistics, including collaboration with staff from the Industry Directorate responsible for producing quarterly GDP-by-Industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to research possible methodologies for developing quarterly GDP-by-State statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Based on availability of quarterly GDP-by-Industry statistics, produce prototype quarterly GDP-by-State statistics.</li> <li>Evaluate prototype statistics for quality and reliability.</li> </ul>	<ul style="list-style-type: none"> <li>Contingent on results of evaluation and user feedback, begin producing quarterly GDP-by-State statistics three months after the release of quarterly GDP-by-Industry statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Based on continued availability of quarterly GDP-by-Industry statistics, continue producing quarterly GDP-by-State statistics three months after the release of quarterly GDP-by-Industry statistics.</li> </ul>
4.28	Price adjusted Personal Income Statistics	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Update state and metro level statistics based on 2010 Census.</li> <li>Complete price-adjusted statistics of personal income by state and metropolitan area for 2005–2009.</li> <li>Conduct sensitivity analysis and robustness tests on prototype price-adjusted statistics of personal income by state and metropolitan area.</li> <li>Begin development of prototype price-adjusted statistics of personal income by state and metropolitan area for 2006–2010.</li> </ul>	<ul style="list-style-type: none"> <li>Complete price-adjusted statistics of personal income by state and metropolitan area for 2006–2010.</li> <li>Begin development of prototype price-adjusted statistics of personal income by state and metropolitan area for 2007–2011.</li> </ul>	<ul style="list-style-type: none"> <li>Complete price-adjusted statistics of personal income by state and metropolitan area for 2007–2011.</li> <li>Begin development of prototype price-adjusted statistics of personal income by state and metropolitan area for 2008–2012.</li> </ul>	<ul style="list-style-type: none"> <li>Complete price-adjusted statistics of personal income by state and metropolitan area for 2008–2012.</li> <li>Begin development of prototype price-adjusted statistics of personal income by state and metropolitan area for 2009–2013.</li> </ul>	<ul style="list-style-type: none"> <li>Complete price-adjusted statistics of personal income by state and metropolitan area for 2009–2013.</li> <li>Begin development of prototype price-adjusted statistics of personal income by state and metropolitan area for 2010–2014.</li> </ul>

## OFFICE OF THE CHIEF STATISTICIAN

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015	
<b>Strategic Objective: STATISTICS</b>								
Strategic Goal: Address Data Gaps, Accelerate Releases, and Implement Other Improvements								
5.1	Program Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Expand data sharing opportunities with the Census Bureau and BLS.</li> <li>Work with the Internal Revenue Service on accessing more tax data.</li> </ul>					
5.2	Maintenance and Improvement of Source Data	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Work with Census Bureau to expand data collection and special tabs in indicator programs and various surveys which include services, trade surveys, manufacturing, governments, and enterprise data.</li> </ul>					
5.3		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, review NAICS for future changes.</li> </ul>					
5.4		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue development of NAPCS.</li> </ul>					
5.5		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Continue working with Census to provide thorough reviews and detailed comments, as well as to request additional data items to the Economic surveys and Economic Census to improve BEA estimates. This includes working with survey programs such as the Quarterly Services Survey and the Service Annual Survey that have undergone major expansion, and working closely with and providing feedback to the recommendations for changes to the forms to conduct the Census of Governments and annual surveys.</li> </ul>					
5.6	Maintaining Quality of Estimates	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Maintain information under the IQG and address any concerns.</li> </ul>					

## OFFICE OF THE CHIEF ECONOMIST

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



**OFFICE OF THE CHIEF ECONOMIST**

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
<b>Strategic Goal: Implement Budget and Research Initiatives to Develop New Statistics</b>							
5.10	Conduct Research for Innovation Satellite Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Publish industry statistics for R&amp;D extending back to 1987.</li> <li>Continue research on price indexes and other assumptions underlying the R&amp;D satellite account.</li> <li>Support academic work on the measurement of innovative activities.</li> </ul>	<ul style="list-style-type: none"> <li>Complete research on price indexes and other assumptions underlying the R&amp;D satellite account.</li> </ul>			
5.11	Conduct Research for Health Satellite Account	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Conduct research on the consistency in measures of real output in the spending and industry accounts.</li> <li>Collaborate with NBER National Health Accounts group to research alternative methods for allocating spending by disease.</li> <li>Explore data sources available to develop historical price indexes for medical care spending.</li> </ul>	<ul style="list-style-type: none"> <li>Publish a prototype satellite account for health care spending using alternative methods and publically available survey data.</li> <li>Develop new price indexes and output measures for patients with Medicare coverage.</li> <li>Explore the feasibility of developing new price indexes and output measures for patients with Medicaid coverage.</li> <li>Explore the usefulness of claims data for developing regional estimates of medical care spending and prices.</li> </ul>	<ul style="list-style-type: none"> <li>In the prototype account, refine estimates for patients with commercial insurance using claims data.</li> <li>Explore the feasibility of developing new price indexes and output measures for Veterans and patients with Military coverage.</li> <li>Develop new price indexes and output measures for patients with Medicaid coverage.</li> </ul>	<ul style="list-style-type: none"> <li>In the prototype account, refine estimates for patients with Medicare coverage using claims data.</li> <li>Develop new price indexes and output measures for Veterans and patients with Military coverage.</li> </ul>	<ul style="list-style-type: none"> <li>In the prototype account, refine estimates for patients with Medicaid coverage using claims data.</li> </ul>

## MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: CUSTOMERS</b>							
<b>Strategic Goal: Expand External Communications and Outreach Efforts</b>							
6.1	Public Web Site	Relevance	<ul style="list-style-type: none"> <li>In each year, implement improvements identified in the previous year's Web site Customer Satisfaction Survey.</li> </ul>				
6.2		Relevance	<ul style="list-style-type: none"> <li>Compete/launch version 1 of iTables.</li> <li>Based on customer feedback, develop enhancements for version 2 of iTables.</li> <li>Launch new FAQ feature.</li> <li>Develop plans for leveraging social media tools.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct ongoing content and design updates for BEA Web site.</li> </ul>			
6.3	Survey of Current Business	Relevance	<ul style="list-style-type: none"> <li>Publish additional BEA Briefings and Research Spotlights.</li> <li>Publish more nontraditional content (e.g. proceedings from meetings, 75th anniversary special).</li> </ul>	<ul style="list-style-type: none"> <li>In each year, provide design expertise for all charts, tables, and ads printed in the <i>Survey of Current Business</i>.</li> </ul>			
6.4		Relevance	<ul style="list-style-type: none"> <li>Develop plans to bring historical archive in house.</li> <li>Develop plans to create special page for BEA Briefings and Research Spotlights.</li> </ul>	<ul style="list-style-type: none"> <li>Implement in-house historical SCB archive.</li> <li>Implement new feature to highlight BEA Briefings and Research Spotlights.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, manage the production and posting of the monthly <i>Survey of Current Business online</i>.</li> </ul>		
6.5	Publication and Graphic Design Activities	Relevance	<ul style="list-style-type: none"> <li>Implement project to bring production of BE-12 survey forms in house.</li> </ul>	<ul style="list-style-type: none"> <li>Produce and maintain additional BE forms (beyond BE-12).</li> <li>Produce style guide for BEA employees producing press releases, one pagers and Web content.</li> </ul>			
			<ul style="list-style-type: none"> <li>In each year, manage production, editing and desktop publishing of all tables, charts, texts, and graphics for agency print and online publications.</li> </ul>				
6.6	Customer Satisfaction Surveys	Relevance	<ul style="list-style-type: none"> <li>In each year, evaluate the results of the previous year's Customer Satisfaction Survey and develop action plan in response.</li> <li>In each year, conduct the Customer Satisfaction Survey with input from program areas and Web Steering Committee.</li> </ul>				
6.7	Expanded Media and Outreach Activities	Relevance	<ul style="list-style-type: none"> <li>In each year, manage and enhance the nationwide media coverage for BEA products and services through targeted advisories and briefings.</li> </ul>				
6.8		Relevance	<ul style="list-style-type: none"> <li>In each year, create the following year's conference schedule to integrate program area outreach efforts.</li> <li>In each year, organize media and local stakeholder briefings.</li> </ul>				

## MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: EMPLOYEES</b>							
<b>Strategic Goal: Sustain and Enhance BEA's Internal Communications</b>							
6.9	Internal Communications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Launch new employee suggestion box via Intranet.</li> <li>Continue to enhance look and feel of Intranet.</li> <li>Formulate plans for leveraging social media tools.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, conduct ongoing content and design updates for BEA Intranet site.</li> </ul>			
6.10		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, manage the production and distribution of the in-house daily News Clips and quarterly BEA Details newsletter.</li> </ul>				
6.11	Meetings	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, manage Bureau-wide meetings and events, including the Academic Seminars, Children's Art Contest, teleconferences, and special roll-outs.</li> </ul>				
<b>Strategic Goal: Assess and Improve BEA's Organizational Climate</b>							
6.12	Organizational Assessment	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Conduct FY2011 OAS</li> </ul>	<ul style="list-style-type: none"> <li>Present and review results of 2011 OAS.</li> <li>Complete action planning process to make improvements to BEA based on OAS results.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Action Plan of improvements based on OAS results.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct FY2014 OAS.</li> </ul>	<ul style="list-style-type: none"> <li>Present and review results of 2014 OAS.</li> <li>Initiate action planning process.</li> </ul>
<b>Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission</b>							
6.13	Workforce Development	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement improvements to the knowledge management, leadership, and workforce development programs based upon previous evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the knowledge management, leadership, and workforce development programs based upon previous evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of knowledge management, leadership, and workforce development programs and identify processes to be improved.</li> </ul>
6.14	Workforce Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement revised hiring process and reduce time to hire as a result of the Hiring Reform initiatives; revise and implement changes to Incentive Awards policies; revise and implement Telework Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate hiring processes and time to hire against the 80-day hiring reform timeline; evaluate the effectiveness of Intern Program; evaluate retention programs.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the recruitment, retention, succession, and pay-for-performance programs based upon previous evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of recruitment, retention, succession, and pay-for-performance programs and identify processes to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the recruitment, retention, succession, and pay-for-performance programs based upon previous evaluation.</li> </ul>

## MANAGEMENT SUPPORT: ADMINISTRATIVE AND COMMUNICATIONS SERVICES

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: EMPLOYEES</b>							
<b>Strategic Goal: Sustain and Enhance Workforce Safety and Security</b>							
6.15	Security Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement improvements to the security programs to ensure safety of the workforce and security of bureau assets based upon previous evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the security programs to ensure safety of the workforce and security of bureau assets based upon previous evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of security programs to ensure safety of the workforce and security of bureau assets and identify processes to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the security programs to ensure safety of the workforce and security of bureau assets based upon previous evaluation.</li> </ul>
6.16	Safety, Health, and Worklife Balance Programs	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement improvements to the safety, health, and worklife balance programs based upon previous evaluation.</li> <li>Complete milestones as specified in the DOC Wellness Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved.</li> <li>Complete milestones as specified in the DOC Wellness Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the safety, health, and worklife balance programs based upon previous evaluation.</li> <li>Complete milestones as specified in the DOC Wellness Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of safety, health, and worklife balance programs and identify processes to be improved.</li> <li>Complete milestones as specified in the DOC Wellness Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the safety, health, and worklife balance programs based upon previous evaluation.</li> <li>Complete milestones as specified in the DOC Wellness Plan.</li> </ul>
<b>Strategic Objective: MANAGEMENT</b>							
<b>Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency</b>							
6.17	Continuity of Operations Plan (COOP)	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, in conjunction with ASD and OCIO, evaluate and test the effectiveness of the agency COOP Plan.</li> <li>In each year, in conjunction with ASD and OCIO, implement improvements to COOP based on evaluation.</li> <li>In each year, in conjunction with ASD and OCIO, provide training to employees on COOP.</li> </ul>				
<b>Strategic Goal: Enhance and Integrate Internal and External Statistical Review and Planning</b>							
6.18	Advisory Committee Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, conduct BEA advisory committee meetings.</li> <li>In each year, review procedures and processes and identify improvements.</li> <li>In each year, review appointment terms.</li> <li>In alternating years beginning with 2011, renew committee charter.</li> </ul>				
<b>Strategic Goal: Sustain and Enhance the Management of BEA's Resources</b>							
6.19	Financial Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Develop plans/strategies for implementing improvements to processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.</li> </ul>	<ul style="list-style-type: none"> <li>Implement plans/strategies for implementing improvements to processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.</li> </ul>	<ul style="list-style-type: none"> <li>Track performance, analyze, and review implemented improvement plans/strategies for processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.</li> </ul>	<ul style="list-style-type: none"> <li>Develop plans/strategies for implementing improvements to processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.</li> </ul>	<ul style="list-style-type: none"> <li>Implement plans/strategies for improving processes or procedures. Plans/strategies will include changes to the process documentation, as well as to the processes/procedures directly.</li> </ul>
6.20	Acquisition Management	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement improvements to the acquisition programs based upon previous evaluation.</li> <li>Complete this year's milestones identified in GSA plan for lease/space options; track progress; and evaluate and update plan.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of acquisition programs and identify processes to be improved.</li> <li>Complete this year's milestones identified in GSA plan for lease/space options; track progress; and update plan.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the acquisition programs based upon previous evaluation.</li> <li>Complete this year's milestones identified in GSA plan for lease/space options; complete plan by June 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of acquisition programs and identify processes to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements to the acquisition programs based upon previous evaluation.</li> </ul>

## INFORMATION TECHNOLOGY

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: CUSTOMERS</b>							
Strategic Goal: Exploit Technology for the Best Possible Data Collection and Dissemination Methods and to Ensure Security							
7.1	International Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to enhance electronic survey data collection to reduce respondent burden and make data collection more efficient.</li> </ul>				
7.2	Regional Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, support and enhance the Regional Input-Output Multiplier web-based ordering/ delivery system.</li> </ul>				
7.3		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, support and enhance the Regional web-based data dissemination applications, including interactive mapping.</li> </ul>				
7.4	Web Applications	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, support web applications. Upgrade as appropriate to further improve customer access to BEA data.</li> </ul>				
7.5	Internet Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, provide technical support for BEA internet infrastructure.</li> <li>Support and continue to refine replacement for externally-hosted FAQ website.</li> </ul>				
<b>Strategic Objective: EMPLOYEES</b>							
Strategic Goal: Manage BEA's Workforce Toward Effective Accomplishment of the Mission							
7.6	IT Training	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, effectively provide necessary IT Training to Bureau staff.</li> <li>Continue to identify training and activities that would expand expertise within OCIO on BEA's mission and products.</li> </ul>				
7.7	Commercial Off The Shelf (COTS) Software	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, upgrade or add various COTS software as needed to support BEA analyst needs.</li> </ul>				
Strategic Goal: Sustain and Enhance BEA's Internal Communications							
7.8	Intranet Support	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, support BEA intranet home page, as needed. Maintain OCIO home page and content as needed.</li> </ul>				
7.9	E mail System	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Complete upgrade to Exchange 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Research new messaging technologies.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, procure and implement new messaging software.</li> </ul>	<ul style="list-style-type: none"> <li>Research new messaging technologies.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, procure and implement new messaging software.</li> </ul>
Strategic Goal: Assess and Improve BEA's Organizational Climate							
7.10	HelpDesk	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Provide HelpDesk support to BEA users.</li> <li>If approved, implement new HelpDesk tracking system.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, evaluate HelpDesk tracking system for possible upgrade or replacement.</li> </ul>			
7.11		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>Complete OCIO customer satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>Complete OCIO customer satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and implement appropriate suggestions from OCIO customer satisfaction survey.</li> </ul>
7.12	Mobile Technology	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Investigate possible enhancements to mobile technology.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, procure and implement upgrade or replacement to mobile technology.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate possible enhancements to mobile technology.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, procure and implement upgrade or replacement to mobile technology.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate possible enhancements to mobile technology.</li> </ul>
7.13	Voice Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Evaluate/Investigate potential upgrades to voice mail system.</li> </ul>	<ul style="list-style-type: none"> <li>If useful upgrades to voice mail system are identified, implement them.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate/Investigate potential upgrades to voice mail system.</li> </ul>	<ul style="list-style-type: none"> <li>If useful upgrades to voice mail system are identified, implement them.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate/Investigate potential upgrades to voice mail system.</li> </ul>

## INFORMATION TECHNOLOGY

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: MANAGEMENT</b>							
Strategic Goal: Ensure the Continuation of BEA's Mission and Essential Functions in an Emergency							
7.14	Disaster Recovery Systems	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, test &amp; upgrade disaster recovery services to meet expanding Bureau needs. Participate in Department and national disaster recovery exercises as appropriate.</li> </ul>				
7.15	LAN backup system	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Investigate enhancement or replacement to the backup system.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, procure and implement upgrade or replacement to backup system.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate enhancement or replacement to the backup system.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, procure and implement upgrade or replacement to backup system.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate enhancement or replacement to the backup system.</li> </ul>
7.16	Perimeter Security/ Firewall System	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, maintain authentication and identification systems and strengthen as appropriate.</li> </ul>				
7.17		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, implement federal mandates such as the OMB-mandated Trusted Internet Connections to reduce the number of internet connections and implement filtering.</li> </ul>				
Strategic Goal: Efficiently Manage IT Investments in Support of BEA's Mission, Vision, and Strategic Objectives							
7.18	IT Planning & Architecture	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, update information technology planning and architecture documents. Complete self-assessments to identify opportunities to update and enhance planning processes.</li> </ul>				
7.19	DOC CIO	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, liaison with DOC OCIO and prepare reports such as OMB's exhibit 300 for the budget submission. Represent BEA on Commerce IT Review Board, Enterprise Architecture Advisory Group, and other departmental initiatives.</li> </ul>				
7.20	IT Security	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, liaison with Statistical Community of Practice and Engagement (SCOPE) committee.</li> </ul>				
7.21		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year conduct continuous IT security monitoring, including internal and external testing to ensure IT controls are effective and operating as intended, and to identify opportunities to further strengthen the bureau's IT security program.</li> </ul>				
7.22		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, review and update Risk Assessment, System Security Plan, Contingency Plan and security policies.</li> </ul>	<ul style="list-style-type: none"> <li>Re-accredit BEA systems.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, review and update Risk Assessment, System Security Plan, Contingency Plan and security policies.</li> </ul>		
7.23		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year of plan, conduct IT security awareness training including new employee training, annual refresher training, and role-based training for individuals with significant security responsibility.</li> </ul>				
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security							
7.24	Data Storage	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Research possible upgrades to SAN.</li> <li>Expand LAN space allocations based on current need.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, implement SAN upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>Research possible upgrades to SAN.</li> <li>Expand LAN space allocations based on current need.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, implement SAN upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>Research possible upgrades to SAN.</li> <li>Expand LAN space allocations based on current need.</li> </ul>
7.25	Network Bandwidth	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>If approved, upgrade internal and/or external bandwidth.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and report on internal and external bandwidth.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, upgrade internal and/or external bandwidth.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and report on internal and external bandwidth.</li> </ul>	<ul style="list-style-type: none"> <li>If approved, upgrade internal and/or external bandwidth.</li> </ul>
7.26	Network Servers	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, investigate and, as appropriate, enhance Internet Protocol Version 6 (IPv6) implementation. Plan for IPv6 migration external by 2012 and internal by 2014.</li> </ul>				
7.27		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement Windows 2008 on Bureau servers.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, expand the use of virtualization as appropriate.</li> </ul>			
7.28	Remote Access	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Review LAN remote access capabilities for possible upgrade.</li> </ul>	<ul style="list-style-type: none"> <li>If useful upgrades for remote access infrastructure are identified, implement them.</li> </ul>	<ul style="list-style-type: none"> <li>If useful upgrades for remote access infrastructure are identified, implement them.</li> </ul>	<ul style="list-style-type: none"> <li>Review LAN remote access capabilities for possible upgrade.</li> </ul>	<ul style="list-style-type: none"> <li>If useful upgrades for remote access infrastructure are identified, implement them.</li> </ul>

**INFORMATION TECHNOLOGY**

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: MANAGEMENT</b>							
Strategic Goal: Maintain Infrastructure to Ensure Reliability and Security							
7.29	Technology Refresh	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Install new uninterruptible power supply (UPS) systems in the computer room.</li> </ul>		<ul style="list-style-type: none"> <li>In each year, maintain UPS systems and upgrade as appropriate.</li> </ul>		
7.30		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Implement new servers in support of modernization effort as appropriate.</li> <li>Replace up to 1/3 of desktops, laptops, and printers as budgeted.</li> </ul>		<ul style="list-style-type: none"> <li>In each year, replace up to 1/3 of LAN server hardware, desktops, laptops, and printers as budgeted.</li> </ul>		
7.31	Web & Email Filtering	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Evaluate and upgrade virus protection, spam and content filtering, and related software as needed.</li> </ul>				
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
7.32	International Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue modernization of International systems (see also milestone 3.32).</li> </ul>				
7.33		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Move processing of a key survey of international investment into the new processing framework (see also milestone 3.32).</li> <li>Complete initial system for top level aggregation of international transactions accounts statistics including auditing (see also milestone 3.32).</li> </ul>		<ul style="list-style-type: none"> <li>In each year, work with staff from the International Economics Directorate to maintain and improve the IT systems for the international accounts and related survey processing systems. (See also milestone 3.32).</li> </ul>		
7.34		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Expand implementation of file system encryption to better protect company confidential data.</li> </ul>		<ul style="list-style-type: none"> <li>In each year, continue to review controls over company confidential data and enhance as needed.</li> </ul>		
7.35	National Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to support and enhance STATS-II as needed (see also milestone 1.6).</li> </ul>				
7.36		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year continue to review security architecture and enhance as appropriate.</li> </ul>				
7.37		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to support conversion to the FAME time series management tool (see also milestone 1.6).</li> </ul>				
7.38		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to support the electronic survey data collection for the Biomedical Research and Development Price Index (BRDPI) as needed (see also milestone 1.3).</li> </ul>				

## INFORMATION TECHNOLOGY

Mile stone	Programs	Performance Measure	2011	2012	2013	2014	2015
<b>Strategic Objective: STATISTICS</b>							
Strategic Goal: Redesign Core Systems and Applications to Improve Timeliness, Accuracy, and Comprehensiveness of Bureau Outputs							
7.39	Industry Accounts	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, continue to develop, implement and support an integrated Industry accounts system (see also milestone 2.11–2.12).</li> </ul>				
7.40		Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>In each year, support Benchmark I-O, Annual I-O, and GDP-by-Industry systems until replaced/modernized (see also milestone 2.11–2.12).</li> </ul>				
Strategic Goal: Standardize Data Structures and Databases to Use Web Technologies to Improve the Collection, Access, and Dissemination of Data							
7.41	Database	Timeliness Relevance Accuracy	<ul style="list-style-type: none"> <li>Expand implementation of SQL 2008 as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>In each year, maintain &amp; update database structure and platform standards and principles; apply to application re-engineering efforts as appropriate.</li> </ul>			