

BEA's Preliminary Strategic Plan for 2001–2005

As part of a year-long internal review of its mission and its goals, the Bureau of Economic Analysis (BEA) has developed a preliminary Strategic Plan that outlines the major elements of BEA's plan of work through the year 2005. The Strategic Plan, which has a broader focus than the Mid-Decade Strategic Review of 6 ½ years ago, will guide BEA's ongoing efforts to improve the quality, reliability, and dissemination of its economic accounts. The plan will be a flexible, "living" document that will be reviewed and updated annually.

This Strategic Plan has been presented to BEA employees and to the BEA Advisory Committee, and many of their suggestions have been incorporated. The plan is pre-

sent here to reach others who have an interest in BEA's data. After a period of public review and comment, BEA will publish the final version of the plan in the spring of 2002.

You are encouraged to submit your comments. Does the plan address the most important issues? Do you agree with the actions and priorities proposed in the plan? Please send your comments by January 31, 2002: By mail to Bureau of Economic Analysis, U.S. Department of Commerce, Washington, DC 20230; by fax to 202-606-5311; or by e-mail to comments@bea.doc.gov.

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Mission

THE Bureau of Economic Analysis (BEA) produces economic accounts statistics that enable government and business decision-makers, researchers, and the American public to follow and understand the performance of the Nation's economy. To do this, BEA collects source data, conducts research and analysis, develops and implements estimation methodologies, and disseminates statistics to the public.

Vision

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

Values

- Integrity: Maintaining the sterling reputation of BEA and its statistics.
- Quality: Producing accurate, relevant, and timely statistics.
- Staff excellence: Fostering, recognizing, and rewarding contributions of employees.
- Responsiveness to customers: Providing what they want, when and how they want it.
- Innovation: Meeting the challenges of new technology and the changing economy.

Goals

Goal 1. Make BEA's economic accounts and services more responsive to the needs of its customers and partners

BEA is concentrating on improving its relationships with its customers and partners. The Strategic Plan identifies specific actions that address such objectives as establishing and improving two-way communication with customers through regular customer surveys and other sources of feedback; expanding outreach efforts to data users, the Congress, trade associations, the business community, and the news media through the more effective use of technology, partnerships, and informa-

tional materials; upgrading the technology used to collect and disseminate information; and redesigning BEA's Web site to provide more explanations, background information, searchable links to metadata, and other interactive features.

Performance: Performance under goal 1 will be monitored by measures such as the following:

- Customer satisfaction with BEA's products and services, as determined by regular customer surveys;
- Number of outreach activities and events;
- Number of Web site users.

Goal 2. Attract, develop, and retain a highly qualified, diverse workforce prepared to innovate and improve BEA's statistics

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

Performance: Performance under goal 2 will be monitored by measures such as the following:

- Employee satisfaction, as determined by regular employee surveys;
- Employee retention rate;
- Speed of recruitment actions;
- Training program milestones met.

Goal 3. Upgrade resource management to support BEA's strategic goals

Support for the initiatives outlined in the Strategic Plan will come from the more effective use of existing

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

Upgrading BEA's financial management.—BEA is developing a cost-based budget for existing and proposed work that is directly linked to the Bureau's activities. As a result, BEA will be better able to identify the costs and benefits of its programs for its customers, the Administration, and the Congress as a part of the budget formulation process. Moreover, BEA will be better able to track and manage its existing resources. This objective will be accomplished by obtaining the resources for an internal budget staff, by implementing an activity-based cost system, and by completing a smooth transition of our core financial system to the Commerce Department's new Commerce Administrative Management System.

Investing in information technology (IT).—BEA's economic programs require the IT support provided by the Office of the Chief Information Officer. Much has been accomplished to enhance BEA's IT infrastructure, especially the establishment of a stable local area network with strong backup capabilities for BEA systems, but significant work remains in the redesign of critical estimation systems. The Strategic Plan emphasizes four areas in which further IT investment is needed: (1) Continuing support of BEA program staff with more efficient IT tools (software) to enhance their performance, (2) ongoing upgrades of the IT infrastructure (servers, workstations, telephones) to ensure reliability and security, (3) redesigning of core estimation systems to maximize the use of database technologies, and (4) harnessing of rapidly developing Web-based technologies to improve data dissemination.

Updating and better focusing existing programs.—Meeting customer needs and working to better focus BEA's resources require a continuing reevaluation and improvement of products and work processes. This effort includes examining internal work processes and determining whether resources are devoted to the highest priorities. This evaluation will be accomplished by annual bottom-up reviews of work processes, with changes incorporated in annual updates of the Strategic Plan and of unit and individual work plans.

Focusing BEA's products and services to meet the needs of businesses, policymakers, and households.—To make sure that its existing statistical products are used effectively, BEA must provide expanded and more accessible infor-

mation on its Web site and improve the dissemination of information directly to the news media and to potential users of BEA's statistics in the business community, State and local governments, academia, think tanks, the Administration, and the Congress. Then, armed with cost and benefit information for existing and proposed products, BEA must work with these constituencies to develop products and services that meet their needs. This objective will be accomplished by upgrading BEA's public affairs function, by establishing a Congressional liaison function, by interacting regularly with BEA's customers on their needs, and by updating and refocusing the Strategic Plan and individual unit plans.

Performance: Performance under goal 3 will be monitored by measures such as the following:

- Upgrading financial management—project milestones met;
- Investing in IT—project milestones met for IT upgrades;
- Updating existing programs—number of products and processes reevaluated;
- Focusing on users' needs—number of outreach activities and events.

Goal 4. Upgrade BEA's economic statistics by improving statistical methodologies and source data and by using new technologies

This first version of the Strategic Plan identifies statistical program priorities for FY 2001 through FY 2005. These priorities are summarized below by economic account, followed by an across-the-board review of source data improvements.

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

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

Addressing data gaps and other shortcomings.—The overall quality of the NIPA estimates is very high, but the quality is jeopardized by several gaps resulting from inadequate source data or from recent changes in the

economic environment. In addition, there are long-standing measurement problems, such as quality adjustments of prices and the measurement of services. A systematic plan to minimize these problems will improve the quality and usefulness of the national accounts. The Strategic Plan identifies specific actions that address such needs as implementing the North American Industry Classification System, developing new quality-adjusted prices, developing improved measures of services, developing improved estimates of software investment, and conducting research on and developing better estimates of employee stock options and other components of income.

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

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

International accounts.—BEA produces the balance of payments and international investment accounts, as well as financial and operating data on multinational companies. The Strategic Plan addresses efforts to improve productivity or outputs in the existing areas of work and to improve coverage in areas where major gaps have recently appeared.

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

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

Improving consistency with international standards.—In general, BEA's international accounts are highly consistent with international standards; in fact, BEA has played a lead role in carrying out the conceptual work necessary to establish many of the standards. However, international standards are continually evolving and expanding, and in some areas—such as insurance services—BEA's methodologies probably could be improved. Proposed initiatives would enable BEA to keep abreast of the changing standards and to comply more fully with existing standards.

Industry accounts.—BEA produces economic statistics on industries, including the input-output (I-O) accounts, the GDP-by-industry accounts, and occasional satellite accounts. The I-O account benchmarks underpin the NIPA and other account benchmarks. The Strategic Plan focuses on completing the 1997 benchmark I-O accounts by late 2002, thereby meeting a commitment to produce the benchmark accounts within 5 years of the reference year. The plan also includes the following new elements that will provide customers with more useful industry statistics.

Accelerating annual industry data.—Research will be directed toward reducing the time lag for the release of the annual I-O accounts (from 3 years down to 1 year after the reference year) and the annual GDP-by-industry estimates (from 11 months down to 4 months after the reference year).

Reconciling and improving the consistency of industry estimates.—This element will be directed toward reviewing and partially reconciling the value-added estimates from the 1997 benchmark I-O accounts and GDP-by-industry accounts to bring those estimates into closer alignment and developing approaches to improve the consistency of the I-O, GDP-by-industry, and gross state product (GSP) estimates.

Improving estimating methods and processing systems and interfaces.—This element will focus on improving estimating methodologies, designing and developing interactive software tools for accessing data, expanding

integrated software applications to produce industry estimates, and developing processing systems to improve efficiency.

Regional accounts.—BEA produces estimates of quarterly and annual State personal income, annual county and metropolitan area personal income, annual GSP, wages and employment in varying degrees of detail by industry for each area, and regional input-output multipliers. The Strategic Plan identifies the following areas for improvement.

Accelerating the release of regional estimates.—This project would provide the users of regional data with dramatically earlier access to these estimates. For example, the time lag for the release of GSP estimates would be reduced from 18 months down to 5 months after the reference year. Similar accelerations would be achieved for metropolitan and local area personal income.

Continually improving methodologies.—The methodologies used to produce the regional estimates must be updated and improved to keep pace with changes in the national and regional economies. Topics that need to be addressed are the estimation of stock options on a regional basis and the redefinition of the BEA Economic Areas to reflect new metropolitan area definitions.

Improving source data.—In order to improve the quality of the regional estimates, it is necessary to identify, develop, and implement new and more appropriate source data. For example, new source data would be needed to develop estimates of capital stocks by State.

Source data improvement.—BEA obtains most of its source data from other Federal Government agencies—primarily the Bureau of the Census, the Bureau of Labor Statistics (BLS), and the Department of the Treasury, especially the Internal Revenue Service (IRS). Therefore, it is imperative that BEA staff at all levels work with their colleagues in those agencies to upgrade the economic accounts by improving the relevance, quality, and timeliness of existing source data, by identifying untapped but potentially useful existing data, and by developing new data.

The following key data sources are the focal points of BEA's efforts to work with its partner agencies to improve source data for the economic accounts. (Many of these improvements are also mentioned in the listings of the various BEA program areas.)

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

concept to cover all types of earnings, including employee stock options, and benchmarking the earnings data to the BLS Covered Employment and Wages (ES-202) program. For its national accounts, BEA will work with BLS to improve the Producer Price Index program to provide quality-adjusted price indexes for high-tech goods and to continue expanding the coverage of financial and nonfinancial services and of non-residential construction.

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

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

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

Performance: Performance under goal 4 will be monitored by measures such as the following:

- Number of statistical improvement milestones met;
- Cycle time for production of major estimates and other statistical outputs;
- Resource requirements for production of major estimates and other statistical outputs;
- Number of meetings with key source data providers.

Additional Detail

The following table, organized by program area, summarizes the elements of the plan and provides milestones through FY 2005. The plan will be updated in FY 2002 to add milestones for FY 2006. *The activities listed in the table and the timing of the milestones are based on the assumption that BEA will receive adequate budget funding for each of those years.*

NATIONAL INCOME, EXPENDITURE, AND WEALTH ACCOUNTS					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
National Income and Product Accounts (NIPA) Estimates	Prepared quarterly and annual estimates of GDP and NIPA tables; published NIPA volumes.	Prepare quarterly and annual estimates of GDP and NIPA tables.	Prepare quarterly estimates of GDP tables; begin 2003 comprehensive revision estimates.	Prepare quarterly and 2003 comprehensive revision estimates of GDP and NIPA tables.	Prepare quarterly and annual estimates of GDP and NIPA tables; publish NIPA volumes.
Monthly Personal Income and Outlays	Prepared monthly estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays; begin 2003 comprehensive revision estimates.	Prepare monthly and 2003 comprehensive revision estimates of personal income and outlays.	Prepare monthly estimates of personal income and outlays.
Fixed Assets and Consumer Durable Goods	Prepared annual estimates of fixed assets and consumer durable goods; released 1999 comprehensive revision estimates.	Prepare annual estimates of fixed assets and consumer durable goods; publish Fixed Assets volume.	Prepare annual estimates of fixed assets and consumer durable goods; begin 2003 comprehensive revision estimates.	Prepare annual and 2003 comprehensive revision estimates of fixed assets and consumer durable goods.	Prepare annual estimates of fixed assets and consumer durable goods; publish Fixed Assets volume.
International Submissions	Prepared NIPA estimates based on 1999 comprehensive revision consistent with new 1993 System of National Accounts (SNA) for OECD. Prepared Government Finance Statistics (GFS) for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Prepare NIPA estimates based on 2003 comprehensive revision consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.	Update NIPA estimates consistent with 1993 SNA for OECD. Prepare GFS for Treasury to submit to IMF.
NIH Research & Development (R&D) Biomedical Price Index	Prepared estimates of R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates and update weights of R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates of R&D biomedical price index for NIH under reimbursable contract.	Prepare estimates and introduce chain weighting of R&D biomedical price index for NIH under reimbursable contract.
Economic Accounts Training Program	Prepared and conducted training in economic accounts.	Prepare and conduct training in economic accounts.	Prepare and conduct training in economic accounts.	Prepare and conduct training in economic accounts.	Prepare and conduct training in economic accounts.
New Initiatives					
Implement North American Industry Classification System (NAICS)	Converted inventory estimates to NAICS basis; estimated personal consumption expenditures (PCE) and investment in equipment with NAICS source data.	Prepare wage and salary estimates with NAICS source data, which will be converted to a Standard Industrial Classification (SIC) basis.	Prepare for conversion of all income-side estimates to NAICS basis in comprehensive revision.	Publish comprehensive revision estimates on a NAICS basis; convert PPI source data from SIC to NAICS basis.	Prepare for conversions associated with NAICS 2002, NAICS 2007, and North American Product Classification System.
NIPA Central System Modernization	Prepared functional requirements for new central system (joint with CSSD, contractor).	Develop and program first phase of new central system (joint with CSSD, contractor).	Test and implement the first phase of the new central system (joint with CSSD, contractor).	Begin second phase, developing enhancements for new central system (joint with CSSD, contractor).	Test and implement the second phase (joint with CSSD, contractor).
Alternative Measures of Saving	Completed joint paper with Federal Reserve Board staff on alternative measures of saving.	Publish paper and present it at conferences; prepare regular updates of measures.	Update the measures.	Update the measures.	Update the measures.
Interactive Web Data Access	Developed tool to provide selected, annual, and 3-digit NIPA tables interactively on Web (joint with CSSD, contractor).	Extend tool to provide tables for fixed assets and consumer durable goods and for underlying detail (joint with CSSD, contractor).	Complete Web data access project.		
Convert Table Generation	Began work to automate the generation of tables for news release and Survey (joint with CSSD and CBAD).	Complete work to automate the generation of tables for news release and Survey (joint with CSSD and CBAD).	Complete automation of remaining tables.		
New Quality-Adjusted Prices	Introduced improved prices for local area network equipment.	Conduct research and develop new quality-adjusted prices.	Conduct research and develop new quality-adjusted prices. Submit proposals for prices of nonresidential structures, photocopy equipment, and other selected prices.	Conduct research and develop new quality-adjusted prices. If proposals are accepted, publish revised estimates.	Conduct research and develop new quality-adjusted prices.
Improved Services Measures	Conducted research and developed new measures of services.	Conduct research and develop new measures of services. Submit proposals for new measures of insurance and other selected services.	Conduct research and develop new measures of services. If proposals are accepted, prepare estimates.	Conduct research and develop new measures of services. Publish revised estimates.	Conduct research and develop new measures of services.
Improved Estimates of Software Investment	Developed and introduced improved quarterly software estimation method.	Review and improve benchmark estimation of software.	Conduct research and develop improved software prices.	Conduct research and develop improved software prices.	Conduct research and develop improved measures of foreign transactions in software.
Employee Stock Options	Conduct research on employee stock options.	Conduct research and develop conceptual framework for measuring employee stock options.	Conduct research and develop estimating methodology for employee stock options.	Conduct research and develop source data for employee stock options.	Conduct research and develop estimates for employee stock options.
Federal Investment and Consumption System	Began re-engineering of system for Federal Government investment and consumption estimates.	Complete database design and user interface. Begin testing.	Complete, test, and implement system before the end of December 2002.		

NATIONAL INCOME, EXPENDITURE, AND WEALTH ACCOUNTS—Continued					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Research Statistical Discrepancy	Researched possible sources of statistical discrepancy; improved estimate of GDP and gross domestic income (GDI).	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.	Research on possible sources of statistical discrepancy; improve estimates of GDP and GDI.
Convert Time Series Package to "Fame"		Prepare requirement to convert analysts' "satellite" systems to Fame. Begin conversion.	Complete pre-revision conversions, testing, and implementation.	Prepare post-revision conversions.	Complete all revision conversions, testing, and implementation.
Misreporting Adjustments		Contract with Census Bureau to conduct Current Population Survey (CPS) exact match study of taxpayer misreporting and work with IRS to update measures of voluntary taxpayer compliance.	Work with IRS to update measures of voluntary taxpayer compliance.	Work with IRS to update measures of voluntary taxpayer compliance.	Contract with Census Bureau to conduct CPS exact match study of taxpayer misreporting and work with IRS to update measures of voluntary taxpayer compliance.
Methodology Papers	Completed updated methodology paper for corporate profits.	Complete updated methodology papers for government, foreign transactions, and new paper for fixed investment.	Update methodology papers.	Update methodology paper for PCE. New methodology papers for other components.	Annual updates of all methodology papers.
Reengineer Private Capital Stock Estimates		Develop requirements and rewrite programs.	Test and implement programs.		
Reengineer Government Capital Stock Estimates		Develop requirements and rewrite programs.	Test and implement programs.		
Revise Tables to Deemphasize Chained Dollars		Begin table redesign.	Implement table redesign.	Publish redesigned tables as part of 2003 comprehensive revision.	
Recognize Government and Nonprofit Output		Prepare proposal to recognize output.	Implement proposal to recognize output.	Publish revised estimates of GDP by type of product.	
Real Government and Nonprofit-by-Function Estimates		Develop simplified annual real government-by-function estimates.	Implement simplified real government-by-function estimates.	Work on development of refinements and quarterly real government-by-function estimates.	Work on development of nonprofit-by-function estimates.
Research to Revise Summary Accounts		Conduct research and prepare proposal to revise summary accounts.	If accepted, implement proposal to revise summary accounts.	Publish revised summary accounts.	
Research Sector Definitions	Conducted research on government enterprises and other sector issues.	Conduct research on government enterprises and other sector issues.		Conduct research on government enterprises and other sector issues.	Prepare proposals to modernize sector definitions of government enterprises and noncorporate business.
Research Flow-of-Funds Integration	Conducted research on integrating NIPAs with flow-of-funds accounts.	Conduct research on integrating NIPAs with flow-of-funds accounts.	Publish preliminary attempt to consolidate NIPAs with flow-of-funds accounts.	Continue research on integrating NIPAs with flow-of-funds accounts.	Publish improved integrated accounts.
Research on Compensation in Kind		Work with BLS to research new forms of fringe benefits, such as cafeteria plans.	Consider proposals based on research. If accepted, implement proposals.		
Research on Nonprofit Sector		Conduct research on status of separate nonprofit accounts.	Develop new tables to show nonprofit expenditures and economic activity.	Conduct additional research to fill gaps in nonprofit accounts.	Publish prototype nonprofit accounts.
Research on Chain Inventories Method	Wrote and presented research paper on chain inventories method.	Refine paper, prepare proposal.	If proposal is accepted, implement proposal for chain inventories method.	Publish revised estimates of inventories.	
Improve Capital Stock Estimates	Worked with Chief Economist to investigate service lives and other capital stock issues.	Prepare proposals for comprehensive revision.	If proposals are accepted, implement proposals.	Publish revised estimates of capital stock. Develop new research projects.	Conduct research on capital stock issues.
Interactive User-Defined Chain Aggregates				Prepare requirements and write programs for user-defined chain aggregates.	Test and implement programs.
Research Sector Gross Output		Work with IED to investigate feasibility of timely estimates of gross output by sector.	If feasible, submit proposal to prepare estimates of sector gross output.	If accepted, implement proposal and publish estimates of sector gross output.	
Research NIPA/International Transactions Accounts (ITAs) Differences		Conduct study of differences; prepare proposals as appropriate.	If accepted, implement proposals to resolve differences between NIPAs and ITAs.	Publish revised estimates.	
Research Pension Benefits	Worked with Regional Directorate to research accounting for pension benefits.	Work with Regional Directorate to research accounting for pension benefits.	If research is accepted, prepare and submit proposal for changes in comprehensive revision.	Research estimates of employers' contributions to deferred compensation plans.	Develop improved estimates of employers' contributions to deferred compensation plans.
Research Accrual Accounting		Conduct research on feasibility of moving some estimates (for example wages, personal taxes) to accrual basis. Coordinate with regional programs.	If research is accepted, prepare and submit proposal for changes in comprehensive revision.	Publish revised estimates.	

NATIONAL INCOME, EXPENDITURE, AND WEALTH ACCOUNTS—Continued					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Research Government Inventories		Conduct research on redefining government inventories as part of gross investment; prepare proposal for comprehensive revision.	If proposal is accepted, prepare revised estimates.	Publish revised estimates.	
Research Separate State and Local Government Estimates	Conducted research on preparing separate estimates for State governments and for local governments.	Prepare SURVEY article to report estimates. Coordinate with regional program.			
Research on Reconciling Estimates of Defense Equipment and Change in Private Inventories				Conduct research on consistency of timing for estimates of defense equipment and private inventories.	If research finds inconsistencies, prepare proposal to improve estimates.
Research on PCE Classifications				Conduct research on PCE product and type-of-expenditure classifications relative to other government and international classifications.	Conclude research and prepare recommendations.
Research on Motor Vehicle Estimates				Conduct research toward improving motor vehicle estimates.	Conclude research and prepare recommendations.
Scanner Data for PCE		Purchase scanner data for improved, timelier estimates of merchandise composition.	Research scanner data and compile prototype estimates.	Prepare proposal for implementing scanner data-based estimates.	If proposal is accepted, prepare and publish estimates.
Research Capitalization of Movies, Sound Recordings					Conduct research on recognizing production of motion pictures and sound recordings as fixed investment.
Research Construction in Progress as Change in Inventories					Conduct research on classifying construction in progress as change in inventories.
Research Production Account and Capital Inputs				Conduct research on measuring capital inputs as part of a production account.	Continue research on measuring capital inputs as part of a production account.
Research Consumer Durables Satellite Account				Work with Chief Economist to conduct research on implementing a satellite account.	Conduct research on implementing a satellite account.
Research Imputing Rental Price for Government Capital		Prepare short paper looking at imputing a rate of return for government capital.		Conduct research on imputation of a rate of return for government capital.	Prepare proposal and outline work for imputing rental price for government capital.

INDUSTRY ACCOUNTS					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Benchmark Input-Output (I-O) Accounts	Initial estimates completed for 1997 Benchmark I-O tables on a NAICS basis.	Review estimates for 1997 Benchmark I-O Accounts and reconcile with national accounts and balance of payments accounts; publish 1997 Benchmark I-O tables.	Publish detailed data and documentation for the 1997 Benchmark I-O Accounts; prepare and publish the 1997 Capital Flow tables.	See Benchmark I-O with less detailed data below.	See Benchmark I-O with less detailed data below.
GDP-by-Industry Accounts	Estimates completed for GDP-by-Industry Accounts for 2000.	Publish GDP-by-Industry Accounts for 2000; prepare GDP-by-Industry Accounts for 2001.	Publish GDP-by-Industry Accounts for 2001; prepare revised GDP-by-Industry Accounts consistent with 1997 Benchmark I-O and revised NIPAs for 2002.	Publish revised GDP-by-Industry Accounts consistent with 1997 Benchmark I-O and revised NIPAs, 1947-2002; prepare GDP-by-Industry Accounts for 2003.	Publish GDP-by-Industry Accounts for 2003; prepare GDP-by-Industry Accounts for 2004.
Annual I-O Accounts	Estimates completed for Annual I-O Accounts for 1998.	Publish Annual I-O Accounts for 1998; prepare estimates for 1999 Annual I-O Accounts.	Publish Annual I-O Accounts for 1999; revise Annual I-O framework to be consistent with 1997 Benchmark I-O Accounts and revised NIPAs.	Publish NAICS-based Annual I-O Accounts for 2000, consistent with 1997 Benchmark I-O Accounts and revised NIPAs; prepare estimates for 2001 Annual I-O Accounts.	Publish Annual I-O Accounts for 2001; prepare estimates for 2002 Annual I-O Accounts.
Implement NAICS	Software developed and 1998–2000 source data converted from NAICS to SIC basis for use in annual programs.	Convert 1999–2001 source data from NAICS to SIC basis for use in annual programs.	Develop software and revise data files for annual programs to NAICS-based source data; prepare for conversion to NAICS in public data files.		
Foreign Trade Estimates	Estimates prepared for monthly merchandise exports and imports; concordance maintained between Harmonized System (HS) and I-O classifications.	Prepare monthly estimates of merchandise exports and imports; begin conversion of concordance between HS and I-O classifications from SIC to NAICS basis.	Prepare monthly estimates of merchandise exports and imports; complete conversion of concordance between HS and I-O classifications to a NAICS basis.	Prepare monthly estimates of merchandise exports and imports; maintain concordance between HS and I-O classifications.	Prepare monthly estimates of merchandise exports and imports; maintain concordance between HS and I-O classifications.
International Submissions	Estimates completed for SNA-based, GDP-by-Industry Accounts for 1987–99.	Prepare SNA-based, GDP-by-Industry Accounts for 1998–2000.	Prepare SNA-based, GDP-by-Industry Accounts for 1999–2001.	Develop procedures and software to prepare SNA-based, GDP-by-Industry Accounts on a NAICS basis.	Prepare SNA-based, GDP-by-Industry Accounts consistent with the comprehensive revision of the Accounts.
IT Re-engineering	Enhanced software designed and developed for accessing I-O data interactively from BEA Web site; additional software developed and brought on-line for benchmark I-O and GDP-by-industry production processing systems.	Release new software for accessing I-O data interactively from BEA Web site; design and develop additional web-based tools for the analysis of I-O data; complete benchmark I-O production processing system.	Release expanded software with new analytical tools for accessing and manipulating I-O data from BEA Web site; modify further the web-based system to include NAICS-based I-O data; modify annual I-O and GDP-by-industry production processing systems for NAICS-based data.	Prepare modifications of benchmark I-O production processing system to incorporate data from the 2002 economic census.	Complete modifications to benchmark I-O production processing system.
New Initiatives					
Accelerated Annual I-O Accounts	Research initiated for the accelerated release of Annual I-O Accounts.	Prepare data files and develop processing system for accelerated release of Annual I-O Accounts.	Develop pilot set of tables for 2001 Annual I-O Accounts.	Publish Annual I-O Accounts for 2002.	Publish Annual I-O Accounts for 2003.
Accelerated GDP-by-Industry Accounts	Research initiated for the accelerated release of GDP-by-Industry Accounts.	Release pilot advance estimates of 2001 GDP-by-Industry Accounts in April (4 months from end of year).	Publish advance 2002 GDP-by-Industry Accounts.	Publish advance 2003 GDP-by-Industry Accounts.	Publish advance 2004 GDP-by-Industry Accounts.
Accelerated Gross State Product (GSP) Accounts		Research initiated, in coordination with the Regional program, for the accelerated release of GSP Accounts.	Coordinate with the Regional program on the development of software needed for the accelerated release of GSP Accounts.	Coordinate with the Regional program on the implementation of accelerated release of GSP Accounts.	
Improved Gross Output for Selected Services (GDP-by-Industry)		Coordinate with NIWD on the identification and prioritization of service areas needing improvement.	Coordinate with NIWD on the preparation of short papers describing potential improvements to the services areas.	Coordinate with NIWD on the implementation of improvements to measures of output, prices, and quantities for selected services.	
Improved Nonprofit Estimates (Benchmark I-O Accounts)		Coordinate with NIWD on the preparation of a research proposal to determine the status of separate nonprofit accounts.	Coordinate with NIWD on research to show nonprofit expenditures and economic activities.	Coordinate with NIWD on research to fill gaps in nonprofit accounts.	Coordinate with NIWD on preparing prototype nonprofit accounts.

INDUSTRY ACCOUNTS—Continued					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Investigate and Implement Method to Produce Benchmark I-O Accounts with Less Detailed Data			Conduct research on ways to simplify production of Benchmark I-O Accounts and to increase efficient use of source data; work to be contracted.	Evaluate alternative proposals for simplifying production of Benchmark I-O Accounts and increasing efficient use of source data; implement recommendations.	
Re-engineering for Data Transfer Between Census and BEA				Prepare requirements analysis for direct transfer of economic data between Census and IED, using standardized coding and formats.	Test and implement the new process for transferring economic data from Census to IED, using standardized coding and formats.
Review and Partially Reconcile Industry Value Added for 1997 Benchmark I-O GDP-by-Industry Accounts		Bring estimates of value added from the I-O and GDP-by-Industry Accounts into closer alignment; as part of final review of 1997 Benchmark I-O Accounts, compare with estimates from GDP by Industry.	Evaluate remaining differences between value added from the I-O Accounts and GDP-by-Industry Accounts; compare data on compensation from BLS and Census; conduct research on other differences; document findings and make recommendations.		
Improved Consistency of I-O, GDP-by-Industry, and GSP Estimates			Coordinate with the Regional program to identify differences in data sources, estimating methods, definitions, and classification conventions that result in inconsistencies of estimates from the I-O, GDP-by-Industry, and GSP Accounts.	Conduct research to improve consistency of industry gross output and value added estimates from the I-O, GDP-by-Industry, and GSP Accounts; document findings and make recommendations.	Implement recommendations for improving consistency of industry gross output and value added estimates from the I-O, GDP-by-Industry, and GSP Accounts.
NAICS-Based 1992 Benchmark I-O Accounts			Initiate work to recast 1992 Benchmark I-O Accounts from SIC to NAICS basis to give users means to produce time series; research and implementation to be supported by contractor.	Complete work to recast 1992 Benchmark I-O Accounts from SIC to NAICS basis to give users means to produce time series; research and implementation to be supported by contractor.	
NAICS-Based GDP-by-Industry Accounts, 1992–99					Backcast GDP-by-Industry Accounts, 1992–99, from SIC to NAICS; research and implementation to be supported by contractor.
Review and Research to Improve Legacy Estimating Rules Used for Benchmark I-O Accounts		Initiate research to evaluate the quality of the estimating rules used to prepare the Benchmark I-O Accounts; prioritize areas for additional research.	Conduct research to validate or improve methods determined to have a significant impact on accuracy of the accounts; prepare short papers on findings.	Complete research to validate or improve methods determined to have a significant impact on accuracy of the accounts; complete the preparation of short papers on findings; make recommendations.	Implement recommendations.
Review and Reconcile Gross Output with Comparable BLS Measures	With the Chief Economist, initiated research to identify differences between BEA and BLS measures of nominal and real gross output of nonmanufacturing industries.	Work with the Chief Economist to identify differences between BEA and BLS measures of nominal and real gross output of nonmanufacturing industries.	Work with the Chief Economist to identify and reconcile differences between BEA and BLS measures of nominal and real gross output of manufacturing and nonmanufacturing industries; prepare short papers that document and explain the major differences between manufacturing and nonmanufacturing measures.	Work with the Chief Economist to prepare short papers that document and explain the major differences between manufacturing and nonmanufacturing measures.	Work with the Chief Economist to prepare short papers that document and explain the major differences between manufacturing and nonmanufacturing measures.
Travel and Tourism Satellite Accounts and E-commerce Satellite Account	With external funding, completed research to improve estimation of Travel and Tourism Satellite Accounts.	Dependent upon the continuation of external funding, produce Travel and Tourism Satellite Accounts; investigate support for e-commerce accounts.	Dependent upon external funding, produce Travel and Tourism Satellite Accounts; investigate support for e-commerce accounts.	Dependent upon external funding, produce Travel and Tourism Satellite Accounts; investigate support for e-commerce accounts.	Dependent upon external funding, produce Travel and Tourism Satellite Accounts; investigate support for e-commerce accounts.

INTERNATIONAL ACCOUNTS Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Balance of Payments (BOP) Accounts	Prepared estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.	Prepare estimates for the BOP accounts.
International Investment Position (IIP) Estimates	Prepared annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.	Prepare annual estimates of the IIP.
Benchmark and Annual Financial and Operating (F&O) Data	Prepared F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.	Prepare F&O estimates.
Analyses and Articles	Prepared standard and special articles and analyses.	Prepare standard and special articles and analyses.	Prepare standard and special articles and analyses.	Prepare standard and special articles and analyses.	Prepare standard and special articles and analyses.
New Initiatives					
Research Understatement of Goods Trade Estimates and Develop Bias Adjustments	Conducted research into existence of undercounts in reported imports or exports.	Conduct additional research and determine feasibility of developing an adjustment for NIPA (but not for BOP) purposes.	Collaborate with Census Bureau on whether to extend the NIPA bias adjustment (if made) to the goods and services release.	If the decision is to implement a bias adjustment to the goods and services release, implement it this year.	Continue to make bias adjustments, if appropriate.
Accelerate Monthly Estimates of U.S. Trade in Goods and Services	With Census cooperation, developed an implementation plan and schedule.	Perform research into developing accelerated estimation methods for direct investment and unaffiliated services.	Work with Census to develop methods of filling any "holes" in the goods estimates (possibly including goods exports to Canada) that may hinder acceleration.	Begin issuing the joint monthly press release on an accelerated basis. Monitor revisions in the services estimates, and, where the estimates are weakest, perform research into improving them.	Continue issuing the monthly release on an accelerated basis, and continue performing any needed research into improving the accelerated estimates.
Derivatives	Worked with members of the Treasury international capital (TIC) user group to design a quarterly survey.	Clear the survey through OMB.	Conduct the quarterly survey.	Continue to conduct the quarterly survey, and include the data in the BOP accounts.	Continue to conduct the quarterly survey, and include the data in the BOP accounts.
NAICS		Publish NAICS-based estimates for position and flows for Foreign direct investment in the United States (FDIUS); and for operations data from 1999 benchmark survey of U.S. direct investment abroad (USDIA).	Publish NAICS-based estimates from annual survey of USDIA; incorporate NAICS 2002 revisions in FDIUS operations data.	Publish NAICS-based estimates for position and flows for USDIA.	Incorporate NAICS 2002 revisions in USDIA operations data.
Improve Web Site	For BPD, began development of Web sites for all BOP data series.	For BPD, complete development of Web site. For direct investment data, redesign user interface of Web page; begin re-engineering of table production system and reformatting of historical data.	For direct investment, complete development of Web site; continue re-engineering of table production system and reformatting of historical data.	For direct investment data, complete re-engineering of table production system and reformatting of historical data.	Review and re-evaluate Web site, to ensure it effectively meets users' needs.
Utilize Stratified Sampling		Investigate feasibility of using stratified sampling in annual survey of FDIUS.	If feasible, incorporate stratified sampling in design of annual survey of FDIUS.	If feasible, use stratified sampling to conduct annual survey of FDIUS covering 2003.	Investigate feasibility of using stratified sampling in annual survey of USDIA.

INTERNATIONAL ACCOUNTS—Continued					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Quarterly Services Surveys		Design quarterly services survey and redesign annual services surveys to be integrated with quarterly survey.	Clear new and redesigned surveys; develop estimation routines and processing systems for quarterly surveys.	Implement quarterly services survey in the first quarter of 2004.	Continue to conduct quarterly services survey; consider expanding quarterly coverage to additional categories of services.
Improve Estimates of Short-Term Financial Instruments	Performed research into feasibility of adding short-term instruments to TIC surveys.	Add short-term financial instruments to TIC survey of securities claims.	Incorporate into accounts estimates of short-term financial claims from TIC survey.	Add short-term financial instruments to TIC survey of securities liabilities and incorporate estimates into the accounts.	Continue incorporating the estimates of inbound and outbound short-term instruments in the accounts.
Institute More Frequent Surveys of Portfolio Investment Assets and Liabilities	Worked with Treasury to develop annual surveys of securities liabilities.	Develop estimation routines and procedures to incorporate the results of the annual liability surveys in the accounts. Continue conducting the annual liability survey. Work with Treasury to design the annual asset survey that would cover 2003 and later years.	Continue conducting and incorporating into the accounts the results of the annual liability surveys. Continue working with Treasury to design the annual asset survey, covering 2003 and later years.	Conduct annual portfolio investment surveys of both assets and liabilities and incorporate their results into the accounts.	Conduct annual portfolio investment surveys of both assets and liabilities and incorporate their results into the accounts.
Update Estimation Methods	Reviewed and updated estimation of quarterly direct investment earnings, with particular attention to treatment of negative earnings.	Review and update quarterly direct investment distributed earnings.	Review and update estimation methods for other BOP flow accounts.		
Expand Services Data Collection (Excluding Quarterly Surveys)	Redesigned benchmark survey of selected services to improve coverage of the following categories: Trade-related, auxiliary insurance, waste treatment, e-commerce-related, and other.	Conduct redesigned benchmark survey; use preliminary results to update annual survey to cover important new services, including e-commerce-related.	Conduct updated annual survey; publish final benchmark survey results; continue research on e-commerce transactions.	Redesign benchmark survey of financial services as needed to close any gaps and ensure coverage of new services; continue research on e-commerce transactions.	Conduct redesigned benchmark survey of financial services; continue research on e-commerce transactions.
Prepare Additional Special Studies	Worked with outside researchers to analyze global expansion strategies of U.S. firms; undertook analysis of propensity of foreign manufacturing affiliates to source inputs from their U.S. parents.	Prepare an article on U.S. intra-firm trade in goods; extend analysis of propensity of foreign manufacturing affiliates to source inputs from their U.S. parents.	Prepare and publish special studies to broaden understanding and extend analysis of data of the International Economics Directorate.	Prepare and publish special studies to broaden understanding and extend analysis of data of the International Economics Directorate.	Prepare and publish special studies to broaden understanding and extend analysis of data of the International Economics Directorate.
Update Statistical Methods in Light of Changing International Statistical Standards	Performed research into areas of deviation from international standards; identified all major existing differences.	Develop revised estimates of insurance services based on average claims; perform research into estimating implicit financial services and, as appropriate, other implicit services.	Incorporate revised estimates of insurance services into international transactions accounts; make progress to resolve other major differences.	Perform additional research into areas of deviation from international standards (focusing on new standards that may be emanating from the Special Data Dissemination Standards (SDDS) and international services areas). Also, identify areas where new guidance may be forthcoming in a new Balance of Payments Manual (BPM6) and consider the feasibility and advisability of adopting the new standards for the U.S. international accounts.	Make progress in resolving all significant differences.
Electronic Data Collection	Implemented Automated Survey Transmittal and Retrieval (ASTAR) system on quarterly survey of FDIUS.	Implement ASTAR on annual surveys of transportation, remittances, and financial services.	Implement ASTAR on benchmark and new investment surveys of FDIUS and on annual surveys of construction, insurance, royalties and license fees, and selected services.	Implement ASTAR on annual survey of FDIUS.	Implement ASTAR on benchmark survey of USDIA and benchmark survey of financial services.

REGIONAL ACCOUNTS					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Annual/Benchmark State Personal Income (SPI) Including Disposable SPI	Prepared SPI on SIC basis.	Prepare SPI (in September 2002) with NAICS 2002 industries for the year 2001 with no overlap with SIC.	Prepare SPI with NAICS 2002 industries.	Prepare SPI with NAICS 2002 industries. Prepare comprehensive revisions.	Prepare SPI with NAICS 2002 industries. Complete comprehensive revisions.
Annual/Benchmark GSP	Prepared annual 1999 GSP estimates on SIC basis.	Prepare annual 2000 GSP estimates on SIC basis.	Prepare annual 2001 GSP estimates on SIC basis.	Prepare benchmark 2002 GSP estimates on NAICS basis with SIC overlap reference year 2002.	Prepare annual 2003 GSP estimates on NAICS basis only.
Quarterly SPI	Prepared quarterly SPI estimates with SIC industries.	Prepare quarterly SPI estimates with SIC industries.	Prepare quarterly SPI with NAICS 2002 industries for 2001 and 2002 with no overlap.	Prepare quarterly SPI with NAICS 2002 industries. Prepare comprehensive revisions.	Prepare quarterly SPI with NAICS 2002 industries. Complete comprehensive revisions.
Annual and Benchmark Local Area Personal Income (LAPI)	Prepared LAPI estimates on SIC basis.	Prepare LAPI estimates on SIC basis.	Prepare LAPI with NAICS 2002 industries for 2001 with no overlap with SIC industries.	Prepare LAPI with NAICS 2002 industries. Prepare comprehensive revisions.	Prepare LAPI with NAICS 2002 industries. Complete comprehensive revisions.
Regional Input-Output Multipliers	Evaluated feasibility of using annual I-O tables in Regional Industrial Multiplier System (RIMS).	Incorporate 1998 national annual table into RIMS.	Convert to NAICS (conversion by IED and REMD are prerequisites). Incorporate 1999 national annual I-O table into RIMS.	Prepare multipliers on NAICS basis.	Incorporate commodity flow survey estimates.
Implement NAICS— Regional Program	Converted annual survey of manufactures (ASM) from NAICS to SIC.	Convert ASM, sales tax, and BLS data from NAICS to SIC for GSP. Prepare SPI on NAICS basis.	Convert all GSP source data from NAICS to SIC. Prepare GSP estimation programs for conversion to NAICS. Prepare local area personal income on NAICS basis.	Implement NAICS with 2002 as the NAICS/SIC overlap year for GSP.	GSP estimates on NAICS basis.
New Initiatives					
Accelerate Metropolitan Area Personal Income (MAPI)		Begin research on acceleration of MAPI.	Document source data schedules and establish partnerships with source data agencies to accelerate data availability.	Prepare data files and develop and test estimation software to produce preliminary annual MAPI. Investigate disposable MAPI.	Produce and release accelerated estimates of preliminary annual MAPI. Continue investigation of disposable MAPI.
Accelerate GSP		Begin research on acceleration of GSP.	Prepare data files and develop estimation software. Produce advance total GSP for reference year 2002.	Implement advance estimates for 2003 total GSP. Produce experimental advance industry estimates of GSP for 1-digit industries.	Implement advance 2003 GSP for total and 1-digit industries. Begin investigating bottom-up estimates of metropolitan statistical area and BEA economic area gross product.
Accelerate LAPI			Begin research on acceleration of LAPI.	Document source data schedules and establish partnerships with source data agencies to accelerate data availability. Begin work to identify new computer processes to reduce processing time frame. Initiate research into revised BEA economic areas.	Work on new sources and methods for producing selected components of personal income. Identify new computer processes to reduce processing time frame. Develop new BEA economic areas.

REGIONAL ACCOUNTS—Continued					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Implement Results of Stock Options Research		Investigate with BLS whether stock options and other forms of compensation are consistently covered in state ES–202 wage data.	Begin research with BLS to develop ways to identify and estimate items that are not recorded in the ES–202 wage data for selected states.	Implement procedures to estimate items that are not recorded in the ES–202 wage data for selected states.	Produce regular estimates of items that are not recorded in ES–202 wage data.
Prepare State Capital Stocks	Began research on estimating State capital stock.	Experimental estimates of public sector and manufacturing capital stocks.	Experimental estimates of nonmanufacturing capital stocks.	Experimental estimates of capital stocks using IRS asset data.	Evaluation of experimental capital stock estimates.
Prepare Pensions Received by State		Continue research into producing pension distributions by State. Develop test estimates of pension distributions by State. Coordinate results within BEA.	Release addendum table to SPI, removing pension contributions and savings currently included in personal income and adding pension distributions to individuals. Continue research into what should be included as pension distributions. Coordinate results within BEA. If research results acceptable, prepare proposal for change in comprehensive revision.	Investigate alternative data sources to get more precise estimates of the receipt of pension income by geography.	Produce regular estimates of pensions received by geography.
Interagency Work—NAICS, North American Product Classification System (NAPCS), American Community Survey (ACS)	Selected new person as Economic Classification Policy Committee (ECPC) member. Continued staff support. Began NAPCS committee work. Represented BEA on ACS interagency committees.	Continue ECPC work on NAICS 2002, NAICS 2007, and NAPCS. Evaluate ACS early results.	Research use of ACS results on a regular basis. Continue ECPC staff work.	Evaluate ACS results as basis for journey-to-work estimates. Continue ECPC staff work.	Continue ECPC staff work on NAICS and NAPCS.
Bottom-up Estimate of State and Local Taxes			Investigate the feasibility of producing bottom-up estimates of property taxes by industry. Review available source data. Contact State representatives for information on unpublished source data. Investigate the feasibility of producing bottom-up estimates of local government personal taxes. Review available source data. Contact State representatives for information on unpublished source data.	If data exists, develop methodology, database, and estimation software and produce experimental estimates of property taxes by State and industry derived from State source data. If data exists, develop methodology, database, and estimation software and produce experimental estimates of local government taxes by State derived from State source data.	Implement bottom-up estimates of property taxes by State and industry. Implement bottom-up estimates of local government taxes by State.
Bottom-up Estimate of Temporary Assistance for Needy Families (TANF) Components			Conduct research to identify State programs used in maintenance-of-effort reports by States to TANF. Coordinate results within BEA.	Evaluate State program maintenance of effort data for definitional differences and adjust accordingly. Document results and coordinate efforts within BEA.	Evaluate potential of regular bottom-up estimates of TANF components.
Improve Consistency of I-O, GDP, and GSP			Consult with representatives from IED and NIWD on issues related to improving consistency between State and national estimates of value added by industry.	Develop data and computer software needed to implement changes. Produce preliminary GSP estimates based on consistency improvements.	Implement changes into the GSP estimates that are consistent with improvements made in the national GDP-by-industry and I-O estimates.

SOURCE DATA IMPROVEMENT Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Expansion of Coverage of BLS Current Employment Survey (CES) 790 Program	Meetings with BLS about expanding the definition of income to cover all earnings and wages with a BLS tentative target date for completion of 2005.	Continue discussions with BLS about expanding definition to all employees' hours and earnings concept.	Continue discussions with BLS about expanding definition to all employees' hours and earnings concept. Explore the impact of CES probability sample design on revisions to BEA wage and salary estimates.	Continue discussions with BLS about expanding definition to all employees' hours and earnings concept.	Begin integration of BLS expansion of CES to all employees' hours and earnings concept.
Improve Timeliness of BLS 202 Program	Discussed need to improve timeliness of 202 employment and wage data.	Continue to work with BLS as they work with the State reporters to improve timeliness of the BLS 202 program.	Continue to work with BLS to improve timeliness, which will result in more timely release of quarterly SPI and annual LAPI.	Continue to work with BLS to improve timeliness, which will result in more timely release of quarterly SPI and annual LAPI.	Continue to work with BLS to improve timeliness, which will result in more timely release of quarterly SPI and annual LAPI.
Work with the Bureau of the Census to Improve Data Quality and Timeliness and to Expand the Number of Intermediate Inputs Collected by Industry	Worked with Census staff to expand the detail expenses collected for 2002 Business Expenditures Survey, and Auxiliaries in the Economic Census.	Work with Census's Manufacturing and Construction Division staff to add expense items to the 2002 Economic Census forms for mining, manufacturing, and construction.	Hold meetings with Census divisions to discuss progress of 2002 Economic Census and potential requests for new special tabulations as needed.	Begin review of initial data releases from 2002 Economic Census to get early indication of impact on our programs.	Begin work with Census on questionnaire review for the 2007 Economic Census to ensure our data needs are communicated.
Expand Other Economic Census and Survey Programs	Working with Census's Governments Division to set BEA data priorities while they "retool" their processing system resulted in improved timeliness and quality of data. Worked with Census to expand Service Annual Survey (SAS).	Work with Census's Governments Division to set BEA data priorities. Continue working with Census to expand SAS.	Work with Census's Governments Division to set BEA data priorities. Continue working with Census to expand SAS.	Work with Census's Governments Division to set BEA data priorities. Continue working with Census to expand SAS.	Work with Census's Governments Division to set BEA data priorities. Continue working with Census to expand SAS.

MANAGEMENT					
Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Recruit, Develop, and Retain a High-Quality, Diverse Workforce	Evaluated effectiveness of employment practices and training program.	Increase effectiveness of recruitment and retention through use of supplemental programs. Develop comprehensive workforce training program. Conduct employee survey, publish, and act on results. Examine impact of anticipated retirements.	Put in place succession planning. Act on results of employee survey. Continue use of recruitment and retention supplemental programs. Evaluate training program and develop measures for further improvements.	Evaluate effectiveness of recruitment and retention efforts. Develop measures for further improvement. Conduct employee survey, publish, and act on results.	Increase effectiveness of recruitment and retention through use of various supplemental programs. Train workforce to meet current and future challenges. Seek avenues for increased employee satisfaction.
Know, Understand, and Respond Better to Customers, Partners, and Survey Respondents	Increased outreach efforts to all customers, stakeholders, and partners.	Begin redesign of Web site. Conduct customer survey. Identify specific actions for increased outreach. Begin one-pager press releases. Hold annual users' conference.	Continue with increased outreach efforts to all customers, stakeholders, and partners. Conduct customer survey. Hold annual users' conference.	Conduct customer survey. Evaluate Web site for effectiveness. Develop additional measures for increased outreach efforts. Hold annual users' conference.	Increase outreach efforts to all customers, stakeholders and partners. Conduct customer survey. Hold annual users' conference.
Enhance BEA's Ability to Tell Budget Story to Stakeholders	Worked with ESA staff on budget and external affairs. Prepared detailed, bottom-up budget for FY 2003.	Establish external affairs function and budget staff capability. Deploy operating budgets managed by personnel costs.	Continue with bottom-up development of detailed operating budget.	Seek additional measures for improving and communicating improvements to BEA financial management.	Conduct comprehensive evaluation of external affairs and budget functions. Act on results of evaluation.
Improve and Expand the Availability and Usefulness of the Publication of BEA's Statistical Information in Print, for Electronic Media, and on the Web	Began implementation of new software to streamline and automate preparation of tables for publication.	Work with CSSD and program offices to create a unified data dissemination architecture to facilitate publication of data in printed and electronic formats. Update standards and procedures for submitting material for publication. Initiate redesign of the SURVEY and other publications for the electronic age.	Assess scope and effectiveness of BEA's dissemination activities across program areas. Implement publication design improvements. Assess desirability and feasibility of reviewing electronic products and Web postings.	Enhance presentation of the SURVEY and other publications on the Web. Identify and implement specific improvements in response to customer feedback.	Conduct comprehensive evaluation of BEA dissemination program. Initiate further actions based on this evaluation.
Improve Financial Management at BEA	Provided BEA managers with financial data necessary to manage programs.	Increase usefulness of financial data by beginning development of activity-based cost system.	Implement an activity-based cost system. Provide product cost information to managers.	Provide BEA managers with financial data necessary to manage programs.	Conduct comprehensive analysis of BEA financial management and seek measures for improvement.
Office of Chief Information Officer					
Maintain Voice Communications	Maintained voice mail system. Maintained phone system.	Maintain voice mail system. Maintain phone system.	Maintain voice mail system. Maintain phone system.	Maintain voice mail system. Maintain phone system.	Maintain voice mail system. Maintain phone system.
Major Projects	Upgraded secretarial phone systems.		Replace phone system. Replace voice mail system.		
Maintain Local Area Network	Maintained hardware, system software, backup systems. Monitored operations. Installed Bindview software to administer accounts.	Maintain hardware, system software, backup systems. Monitor operations 24 hours a day. Administer user accounts.	Maintain hardware, system software, backup systems. Monitor operations 24 hours a day. Administer user accounts.	Maintain hardware, system software, backup systems. Monitor operations 24 hours a day. Administer user accounts.	Maintain hardware, system software, backup systems. Monitor operations 24 hours a day. Administer user accounts.
Major Projects	Upgraded servers to NetWare 5.1 OS. Analyzed and procured new firewalls and VPN. Upgraded backup software—ArcServe 6.6. Upgraded Intranet hardware. Redesigned BEA Test LAN. Implemented OECD data link.	Upgrade network backup systems. Upgrade network hub, switches, and routers. Implement FAME server. Implement Storage Area Network (SAN) capability. Upgrade our network CD delivery service. Investigate new OS. Investigate server consolidation/clustering services as part of OS upgrade. Upgrade to SQL 2000. Upgrade to Windows 2000 Server. Investigate use of collaborative work flow application.	Replace file servers. Investigate and implement new operating systems. Upgrade e-mail system. Implement SAN capability.	Upgrade database operation systems. Implement new OS. Upgrade firewalls. Evaluate integrity of building wiring.	Upgrade network backup systems. Upgrade network hub, switches, and routers.

MANAGEMENT—Continued Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Maintain Workstations	Maintained desktop hardware/software support. Upgraded 260 desktop workstations. Installed 15 new personal printers and 6 network printers. Installed Zenworks for Desktops to facilitate software installs.	Maintain desktop hardware and software support. Replace 150 workstations. Replace network and personal printers. Replace laptop computers.	Maintain desktop hardware and software support. Replace 150 workstations. Replace network and personal printers.	Maintain desktop hardware and software support. Replace 150 workstations. Replace network and personal printers. Replace laptop computers.	Maintain desktop hardware and software support. Replace 150 workstations. Replace network and personal printers. Replace laptop computers.
Major Projects	Upgraded to Windows 2000. Upgraded COTS software. Completed analysis for Aremos replacement and procurement of FAME software.	Upgrade Office Automation Suite. Upgrade COTS software. Develop Software Asset Management Systems.	Upgrade Office Automation Suite. Upgrade COTS software. Upgrade desktop software management system. Upgrade virus protection software.	Upgrade desktop operating system. Upgrade COTS software.	Upgrade desktop operating system. Upgrade COTS software. Upgrade desktop software management system. Upgrade virus protection software.
Provide Applications Development Support	Maintained and supported program office and administrative systems. Maintained and supported econometric software. Maintained and supported Microsoft SQL server software.	Maintain and support applications program office. Maintain and support administrative systems. Maintain and support BEA Web applications. Maintain and support econometric software. Maintain and support database software. Continue support for data conversion.	Maintain and support applications program office. Maintain and support administrative systems. Maintain and support BEA Web applications. Maintain and support econometric software. Maintain and support database software. Continue support for data conversion.	Maintain and support program office applications. Maintain and support administrative systems. Maintain and support BEA Web applications. Maintain and support econometric software. Maintain and support database software. Continue support for data conversion.	Maintain and support program office applications. Maintain and support administrative systems. Maintain and support BEA Web applications. Maintain and support econometric software. Maintain and support database software. Continue support for data conversion.
Major Projects	Completed functional requirements for NIPA IT modernization. Implemented NIPA Tables Web Application. Implemented NIPA database for Pattern Stream table production. Implemented electronic reporting for BE-577 and BE-605 and design for BE-40. Implemented GDP-by-Industry System. Completed Major Components of Benchmark I-O System. Completed prototype of IED Web system and BPD Web system. Upgraded Private Capital system. Completed analysis for Aremos replacement and procurement of FAME software.	Redesign centralized NIPA processing systems. Implement Web applications for IED and BPD. Enhance Web applications for NIWD. Continue to implement electronic reporting for BEA surveys (ASTAR). Redesign BPD Quarterly Processing System. Begin IID system Re-engineering (COBOL systems). Implement Web Mapping for Regional Division. Implement SQL2000. Conversion to FAME. Upgrade Cold Fusion Servers.	NIPA IT modernization. Upgrade Web Applications. Upgrade electronic reporting. BPD and IID system Re-engineering. GDP-by-Industry system Re-engineering. Annual/Benchmark I-O system Re-engineering. Re-engineer to generate more timely data. Re-engineer to incorporate NAICS. Continue conversion to FAME.	NIPA IT modernization. Upgrade Web Applications. BPD and IID system Re-engineering. GDP-by-Industry system Re-engineering. Annual/Benchmark I-O system Re-engineering. Re-engineer to generate more timely data. Re-engineer to incorporate NAICS. Continue conversion to FAME. Begin regional system Re-engineering.	NIPA IT modernization. Upgrade Web Applications. BPD and IID system Re-engineering. GDP-by-Industry system Re-engineering. Annual/Benchmark I-O system Re-engineering. Regional system Re-engineering.

MANAGEMENT—Continued Programs and New Initiatives: FY 2001–2005					
Programs	2001	2002	2003	2004	2005
Provide Information Technology (IT) Training for BEA Staff	Developed and implemented 2000–2001 annual IT training plan. Provided for 120 IT training sessions for users. Conducted security refresher training.	Develop and implement annual IT training plan. Conduct IT training courses. Conduct security refresher training.	Develop and implement annual IT training plan. Conduct IT training courses. Conduct security refresher training.	Develop and implement annual IT training plan. Conduct IT training courses. Conduct security refresher training.	Develop and implement annual IT training plan. Conduct IT training courses. Conduct security refresher training.
Major Projects	Upgraded Cyber Learning online training capabilities.		Upgrade online training capabilities.		Upgrade online training capabilities.
Provide HelpDesk Support	Provided 7:30AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.	Provide 7:30 AM–5:30 PM HelpDesk support.
Major Projects	Enhanced Help Desk Tracking system.	Provide user interface to Help Desk tracking system. Investigate ways to enhance HelpDesk Support. Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.	Review and update existing IT documentation on Intranet.
Maintain BEA's Web site	Provided 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.	Provide 24-hour Web hardware and software support.
Major Projects	Upgraded reporting software. Installed database capabilities including hardware.	Complete Firewall upgrades. Investigate hot failover services for Web site.	Upgrade Security infrastructure. Upgrade telecommuting infrastructure.	Upgrade Security infrastructure.	Upgrade Security infrastructure.
Deploy Plans and Policies	Updated Strategic Information Technology Plan. Provided IT project management oversight for NIPA modernization and Web site development. Prepared FY 2003 IT budgets. Updated Operational IT Plans. Updated IT architecture. Updated six Security Plans. Revised all 11 Security Plans for new NIST standards. Completed GAO, NSA, and GISRA Security Reviews. Participated on DOC CIO Security Task Force. Implemented Software Development Life Cycle Standards, Data Base Standards and Configuration Management Standards. Implemented DOC IT management restructuring plan. Updated BEA Technical Reference Model.	Update Strategic Information Technology Plan. Provide IT project management oversight. Provide IT budgetary oversight. Update Operational IT Plans. Update IT architecture. Liaison with DOC CIO. Issue Software Development standards. Implement DOC IT management restructuring. Create BEA Technical Reference Model. Enforce SAT standards. Develop e-mail Standard Operating Procedure.	Update Strategic Information Technology Plan. Provide IT project management oversight. Provide IT budgetary oversight. Update Operational IT Plans. Update IT architecture. Update Security Plans. Liaison with DOC CIO. Issue Software Development standards. Oversee DOC IT management restructuring. Create BEA Technical Reference Model. Enforce SAT standards.	Update Strategic Information Technology Plan. Provide IT project management oversight. Provide IT budgetary oversight. Update Operational IT Plans. Update IT architecture. Update Security Plans. Liaison with DOC CIO. Issue Software Development standards. Oversee DOC IT management restructuring. Create BEA Technical Reference Model. Enforce SAT standards.	Update Strategic Information Technology Plan. Provide IT project management oversight. Provide IT budgetary oversight. Update Operational IT Plans. Update IT architecture. Update Security Plans. Liaison with DOC CIO. Issue Software Development standards. Oversee DOC IT management restructuring. Create BEA Technical Reference Model. Enforce SAT standards.
Maintain IT Security		Update security plans. Conduct IT security refresher training. Monitor Computer Incident Response Team. Monitor Department of Commerce IT security initiatives and requests for information.	Update security plans. Conduct IT security refresher training. Monitor Computer Incident Response Team. Monitor Department of Commerce IT security initiatives and requests for information.	Update security plans. Conduct IT security refresher training. Monitor Computer Incident Response Team. Monitor Department of Commerce IT security initiatives and requests for information.	Update security plans. Conduct IT security refresher training. Monitor Computer Incident Response Team. Monitor Department of Commerce IT security initiatives and requests for information.

BLS Bureau of Labor Statistics
 BPD Balance of Payments Division
 CBAD Current Business Analysis Division
 CSSD Computer Systems and Services Division
 GD Government Division
 IED Industry Economics Division
 IMF International Monetary Fund

IRS Internal Revenue Service
 NIWD National Income and Wealth Division
 NIH National Institutes of Health
 OECD Organisation for Economic Co-operation and Development
 OMB Office of Management and Budget
 REMD Regional Economic Measurement Division