

2000-2005

EIA Strategic Plan

Energy Information Administration
June 2000



Printed with soy ink on recycled paper.

Preface

This strategic plan replaces the one EIA created in September, 1997. It reflects the changing environment in which EIA operates, and sets a clear direction for EIA as an Internet-focused energy information provider. The plan and its supporting documents are contained

in this EIA Intranet document. A shorter electronic version suitable for the public is posted on the EIA Web site, and a printed summary brochure is also available. Please provide any comments to EIA at stratplan@eia.doe.gov

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Executive Summary

EIA Mission: “EIA is a leader in providing high quality, policy-independent energy information to meet the requirements of Government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding.”

EIA Strategic Goals: EIA’s sole purpose is to provide reliable and unbiased energy information. In recent years, we have been challenged to maintain the accuracy and consistency of our data as parts of the energy sector have undergone profound changes. At the same time, customer demand has grown dramatically because of our presence on the Internet and increased media use of our data. To meet these continuing challenges while maintaining our basic services, our strategic goals through 2005 are:

1. *All EIA data series will be accurate and consistent with industry structures.*
2. *EIA information will be easy to access, understand and use.*
3. *EIA will remain the public source of a broad spectrum of high-quality energy information.*

We expect EIA resources to remain constrained for the foreseeable future and we will allocate them according

to the strategic priorities in Table ES1. To free resources for meeting our strategic goals, over the next five years we will phase-down the number of publications and the number of custom information products for private sector customers, and we will not start new types of data collection or analysis programs, except for further development of our international models or redesign of existing surveys.

Strategies: We will follow three basic strategies to achieve our mission and strategic goals:

1. ***We will set improving the accuracy and consistency of EIA data series as our highest priority:*** We will continue to address data anomalies in all our surveys. In the near term, we will redesign electricity and natural gas surveys to reflect industry changes and redesign the household and commercial buildings consumption surveys based on the 2000 Census. We will use new survey methods and technology to ease respondent reporting, work with respondents to facilitate reporting and enforce non-reporting sanctions to assure high

Table ES1. EIA Strategic Priorities (2000-2005)

High Priority Activities	Low-Priority Activities
<ul style="list-style-type: none"> • Keeping all EIA data accurate and consistent with changing industry structures • Producing comprehensive, integrated data series across fuels and end-uses • Providing consistent, easily-accessible information to the general public via Internet • Providing custom information to Federal and State policymakers • Providing cogent, impartial analyses of important topics of broad interest • Maintaining short & mid-term models for analysis 	<ul style="list-style-type: none"> • Preserving traditional publication formats and associated hard copy products • Creating new, custom information (e.g., special model runs, analyses, data products) for private sector customers • Starting new data series or analysis programs (e.g., sub-State data) – except for international modeling and redesign of existing surveys to reflect industry changes.

response rates for all surveys, implement a centralized data base to keep frames current and monitor data sharing activities for surveys with confidentiality protection.

2. **We will become more “information-centered.”** To help customers find, understand and use our information, we will utilize expanding Internet capabilities and other innovative media. Our aim is to present a seamless view of EIA to customers so they won’t need to be familiar with EIA publications, structures or people to find the information they want (called “information-centered.”) Over the next few years, we will transition to

fewer publications (e.g., *Monthly Energy Review*, *Annual Energy Review*, *Annual Energy Outlook*), increase our use of customer feedback information (including usage statistics), improve information access with an EIA-wide information storage and retrieval system and use new techniques to combine and present information.

3. **We will continue to produce comprehensive, high-quality energy information:** While we are improving data accuracy and customer access, we will still provide comprehensive information (data, analyses and forecasts) for all energy types (petroleum, natural gas, coal, electricity, nu-

Table ES2. EIA Strategic Performance Measures

Mission Outcomes	Performance Measures		1999 Value	Future Targets		
				2001	2003	2005
Sound Policymaking	Number of information products for Federal policymakers per year (includes briefings, testimony, reports)		65	65	65	65
Efficient Markets	For both outcomes:	Total Web site visits per year	2 M	3 M	4 M	5 M
Public Understanding		Media citations per year (total/major)	3200/73	3500/80	380/90	4000/100
Strategic Goals						
(1) All EIA data series will be accurate and consistent with industry structures	Percent of EIA surveys meeting their response rate targets*		TBD**	TBD	TBD	100%
	Percent of EIA surveys meeting their coverage targets*		TBD	TBD	TBD	100%
	Percent of customers satisfied or very satisfied with EIA data series' accuracy and consistency with industry structures		91%	94%	97%	99%
(2) EIA information will be easy to access, understand, and use	Percent of customers satisfied or very satisfied with ease of getting and using EIA information from the Web site		91%	94%	97%	99%
(3) EIA will remain the public source of a broad spectrum of high-quality energy information	Percent of customers satisfied or very satisfied with overall quality of EIA information		88%	92%	96%	99%
	Percent of customers satisfied or very satisfied with comprehensiveness of EIA information		92%	94%	97%	99%
	Percent of customers satisfied or very satisfied with EIA customer service		99%	99%	99%	99%

*Response rate and coverage targets will be set for each survey so that when targets are met, the survey will be deemed accurate and consistent with industry structures.

** To Be Determined.

clear, renewables), stages (production, conversion, distribution, supply, consumption, price) and impacts (technical, economic and environmental). We will develop an international modeling capability to assess the impacts of global policies on energy and the environment in the United States. We will continue to serve Federal and State policymaker customers with proactive briefings, testimony and custom information on topical

issues that we will release to all customers via Internet.

Performance Measures: We will gauge our strategic performance using the measures in Table ES2. The quantitative mission outcome measures shown are actually output measures that serve as useful proxies for outcomes. We will continue to track anecdotal evidence of EIA mission outcomes (through customer comments and other information) and will perform a regular qualitative assessment of the effect an EIA product had on sound Federal policymaking, efficient markets and public understanding.

The Foundations of EIA

EIA's Mandate

EIA was established in 1977 as an independent statistical agency within the U. S. Department of Energy and was charged by its enabling legislation with:

- Maintaining a comprehensive data and information program relevant to energy resources and reserves, energy production, energy demand, energy technologies, and related financial and statistical information relevant to the adequacy of energy resources to meet the Nation's demands in the near and longer term future.
- Developing and maintaining analytical tools and data collection and processing systems; providing analyses that are accurate, timely and objective; and providing information dissemination services.

In carrying out its legislative mandate, EIA conducts survey and data collection operations, produces energy analyses and forecasts, publishes data and analysis reports and disseminates energy information by mail, telephone, facsimile, Internet and other electronic media. EIA's major customer groups include the Congress, Government, industry, academia, media and the public.

EIA's enabling legislation requires that the agency should be independent of the U.S. Department of Energy. The Department's Organization Act states that the EIA Administrator need not seek the review and/or approval of anyone before releasing or publishing any energy data or report. In the legislative history of the Act, Congress indicated a stronger interpretation of independence:

"Insure the existence of a professional, independent, credible center for energy information gathering and analysis in the Federal Government which would function separately from the portion of the management structure responsible for energy policy formulation and advocacy."

While EIA often provides the U.S. Department of Energy, other Federal agencies and the Congress with energy data, analyses and forecasts, EIA neither formulates nor advocates any policy positions.

EIA developed its current statements of mission, vision and guiding principles in 1994, and they remain valid guideposts for the future EIA.

EIA's Mission

EIA is a leader in providing high quality, policy-independent energy information to meet the requirements of Government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding.

EIA's Vision

On-line or off-the-shelf, EIA is the first place to go for the last word in energy information.

EIA's Guiding Principles

- EIA is a unified team committed to excellence and customer satisfaction.
- EIA leaders recognize employees' potential and together create a workplace where teamwork and innovation are encouraged, supported and realized.
- Everyone in EIA develops their technical and analytical capabilities to keep abreast of new technologies and changes. This enables our employees to reach their full potential and enables us to rely more on our in-house capabilities.

- EIA expands its customer base and becomes nationally and internationally recognized as the premier source of energy information.
- EIA reengineers and standardizes core business systems.
- EIA improves productivity and supports the delivery of customer-oriented products and services.
- The EIA Strategic Plan is a road map for EIA decisions and is used as the basis for alignment of human and financial resources.
- EIA works in partnership with the National Treasury Employees Union to accomplish our mission and reach our vision.

The Changing World

Trends

EIA expects that the environment in which it operates will continue to change during the next five years. The energy sector which EIA monitors continues to undergo major changes, both domestically and internationally, and the information technology environment in which EIA operates (exemplified by the unprecedented growth of the Internet) is also expected to keep on changing. Additionally, there are political, social, and economic trends that could impact EIA. These trends are summarized in Table 1, below.

The Changing EIA

In order to function effectively in a changing environment, EIA must continue to change in important ways. First and foremost, EIA recognizes that the accuracy of some of its data series has declined because energy industry structural changes have invalidated some underlying survey design premises. This is particularly true for electricity and natural gas data. This reality drives our principal strategic goal, which is to align all of our data series with new industry structures and restore their historically high accuracy levels.

Table 1. Major Trends That May Affect EIA

Table 1. Major Trends That May Affect EIA	
<p style="text-align: center;">Economic Trends</p> <ul style="list-style-type: none"> • Restructuring of U. S. electric power and natural gas industries • Retail customers' choosing their electricity and natural gas suppliers • Mergers of energy companies • Growth of energy use in developing countries • Carbon mitigation worldwide • Potential energy supply disruptions • Fuel price volatility 	<p style="text-align: center;">Political Trends</p> <ul style="list-style-type: none"> • Continued Federal budget balancing and flat agency budgets • Congressional actions to dismantle, privatize or transplant EIA • Continuing environmental legislation and regulations • Federal reinvention, customer focus initiatives • Government Performance and Results Act
<p style="text-align: center;">Technological Trends</p> <ul style="list-style-type: none"> • Rapid growth in capability of Internet and related technologies • Rapid growth in Internet use by EIA customers and respondents • Productivity growth from new information technology • New training delivery methods (e.g., on line) • Information Technology Reform Act (Clinger-Cohen Act) 	<p style="text-align: center;">Social Trends</p> <ul style="list-style-type: none"> • Rising customer expectations about product quality, cycle times • Telecommuting • Workforce diversity • Increased competition for scarce skilled labor resources

The growing use of the Internet by so many EIA customers and respondents coupled with the system's ever-growing performance capabilities provide EIA with great opportunities to continue improving agency performance. In 1994, EIA was among the first government agencies to set up a Web site for information dissemination. Our customers were delighted and their numbers have increased substantially. Additionally, EIA's successful use of innovative, non-Internet information delivery methods - such as CD-ROMs, information cards, brochures, flyers, displays, presentations and press briefings - has created other new markets for our information products. The combination of information technology advances and our growing customer base (and their rising expectations) motivates us to continue to improve our information delivery methods, primarily via Internet.

Finally, while we clearly must change some data collection systems and information delivery methods be-

cause of changes in the world around us, one thing hasn't changed for EIA. We must continue to carry out our Congressional mandate to provide comprehensive information (data, analyses and forecasts) for all energy types (petroleum, natural gas, coal, electricity, nuclear, renewables), stages (production, conversion, distribution, supply, consumption, price) and impacts (technical, economic and environmental). While this has become increasingly difficult in the context of our diminished resource base - our FY2000 budget is down 22% from FY1995 - it is clearly the intent of Congress that we must always strive to provide a broad spectrum of high-quality energy information. This is especially true now because of increased public focus on far-reaching energy and environmental issues (e.g., global warming, carbon mitigation). EIA information is intended to inform these issues in a policy-neutral way acceptable to all parties. This requirement is not expected to change over the next five years.

EIA's Strategic Goals, Strategies and Performance Measures

Strategic Goals

EIA has established three strategic goals to address the major challenges and opportunities it faces over the next five years.

Strategic Goal 1: All EIA data series will be accurate and consistent with industry structures.

Because of profound changes in many economic practices and organizational structures of the U.S. energy sector - primarily in the electric power and natural gas industries - EIA's data collection programs must be re-designed to continue to provide accurate and reliable data. For example, there are now many companies providing energy services for the first time and they must be added to EIA's respondent lists. Without them our data are less accurate, but discovering who they are is not a trivial task. Also, the response rates for some EIA data surveys have trended downward in recent years as many reporting companies downsized their administrative and planning workforces. The accuracy and reliability of EIA data form the cornerstone of our position as the primary Federal energy information provider, so maintaining and improving data quality is our highest priority for the foreseeable future. In addition to redesigning our electricity and natural gas systems, we will use advanced survey design techniques to improve our forms and undertake other activities to improve data quality.

Strategic Goal 2: EIA information will be easy to access, understand and use.

The number of customers using EIA information has grown dramatically in the last few years primarily because of our Internet Web site. While our Web site has been very well received by customers (and has even won some awards), we know that we must keep improving it (and all of our information processes) to keep up with rising customer expectations for accessibility, understanding and ease of use. Our goal is to

provide a seamless view of EIA to Internet customers so they won't need to be familiar with EIA publications, structures or people to find the information they want. Because all of our information will be available via Internet, at the end of five years, we will be printing only selected one-time reports, brochures, flyers, information cards, and only three of our traditional periodicals (*Annual Energy Outlook*, *Monthly Energy Review*, *Annual Energy Review*) - compared to over forty today. EIA will make the necessary technological changes through actions such as establishing an agency-wide information storage/retrieval system to make it easier to access EIA information. In addition, efforts are underway to reduce unnecessary jargon and remove inconsistencies in our data definitions.

Strategic Goal 3: EIA will remain the source of high-quality, comprehensive energy information.

As we work on improving data accuracy and customer access, we will still provide the kind of comprehensive energy information that is outlined in EIA's legislative mandate. We will provide data, analysis and forecasts for all energy types (petroleum, natural gas, coal, electricity, nuclear, renewables), stages (production, conversion, distribution, supply, consumption, price) and impacts (technical, economic and environmental.) While we will not be able to start any brand-new data collection or analysis programs (except for those related to improving accuracy of current data programs), we will develop an international modeling capability to assess the impacts of global policies on energy and environment in the United States. We will continue to fulfill our role of providing energy information to Federal and State policymaker customers with proactive briefings, testimony and custom information on topical issues. While we must phase down production of custom information for private sector customers, our hope is that they will be able to construct their own custom information products, as our Website improves. Additionally, we will

continue to provide cogent, impartial analyses of important topics with broad customer interest. All our information products, including those for Federal and State policymakers, will be released promptly via Internet.

Strategies

Strategic Goal 1: All EIA data series will be accurate and consistent with industry structures.

Strategies:

1. Work with respondents to facilitate reporting and enforce non-reporting sanctions to assure high response rates to surveys; employ advanced survey design techniques and technology to ease respondent reporting and identify data anomalies.
2. Redesign the electricity and natural gas collection, processing and publication systems to reflect the changes occurring in these industries.
3. Ensure EIA frames are up-to-date and accessible for use by all EIA surveys.
4. Ensure surveys of households and commercial buildings are current and relevant by redesigning these surveys based on the 2000 Census.

Strategic Goal 2: EIA information will be easy to access, understand and use.

Strategies:

1. Implement an information channel approach on the Web site; set up pilot channels, investigate options for EIA-wide information storage/retrieval and database publishing systems; establish and enforce Web site standards.
2. Eliminate print versions of all periodicals except the *Annual Energy Outlook*, the *Monthly Energy Review* and the *Annual*

Energy Review in five years; over time their scope and content may change.

3. Collect and use customer input relating to publications' phase-out, focusing on transition issues with primary input from Federal policymaker clients.
4. Use print-on-demand capabilities to provide hard-copy of Web products to those still requesting it.
5. Seek out opportunities from changing technology; create an EIA Information Technology Strategic Plan reflecting EIA's strategic goals and mission requirements.

Strategic Goal 3: EIA will remain the source of high-quality, comprehensive energy information.

Strategies:

1. Follow the work priorities in Table ES1 and allocate resources within Offices according to this work priority plan.
2. Continue to provide custom products to Federal and State policymakers; make more products available to all customers; produce special products of broad interest instead of customized products for single customers.

Strategic Performance Measures

We will gauge our strategic performance using the measures shown in Table 2, on page 7.

Mission Outcomes

The quantitative mission outcome measures shown in Table 2 are actually output measures that serve as useful proxies for outcomes. We will continue to track anecdotal evidence of EIA mission outcomes (through customer comments and other information) and will perform a yearly qualitative assessment of the effect EIA products had on sound Federal policymaking, efficient markets and public understanding.

Strategic Goals

As shown in Table 2, EIA's strategic goals of accurate consistent data, easy access and comprehensive high-quality information will be tracked in two ways:

1. Yearly targets for improved data accuracy and consistency will be set for all

data series, with the goal that all data series will be fully accurate and consistent with industry structures by 2005.

2. We will use customer survey results to measure our success in providing easily accessible, high-quality, comprehensive energy information.

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*Response rate and coverage targets will be set for each survey so that when targets are met, the survey will be deemed accurate and consistent with industry structures.

**To Be Determined.

Strategic Action Plans

EIA's strategies will be carried out through action plans described in this section.

Goal 1: All EIA data series will be accurate and consistent with industry structures

1. **Strategy:** Work with respondents to facilitate reporting and enforce non-reporting sanctions to assure high response rates to surveys; employ advanced survey design techniques and technology to ease respondent reporting and identify data anomalies.

Action Plan

- As an immediate first step, for data collections where non-response is a problem, EIA will implement a policy of expeditiously moving the contact point up both the EIA and respondent management chain.
- The Performance Measures Committee will develop a draft set of measures for survey data quality. (Initial specification December 2000; on-going revisions after that date).
- SMG, EMEU and O&G (also CNEAF and OIAF if interested) will implement pilot programs using the total survey design approach for 2 to 3 surveys (other than natural gas surveys). EMEU is already employing this approach for MECS. O&G and SMG will start using this approach with 2 surveys in 2003.
- SMG will establish a team, with appropriate office participation, to develop best practices approaches for addressing late response and non-response by February 2001.
- ITG and SMG, in coordination with appropriate EIA offices, will develop a plan to implement "E-Edits" as part of CCAPS. "E-Edits" would rank data anomalies by their expected impact on the published figures so that staff can focus on the

most important anomalies. The plan would specify required multi-year resources in spring, 2002 and be prepared for the 2004 budget cycle.

- SMG and NEIC will establish a team, with appropriate office participation, to determine how to implement existing EIA best practices for Category I review of publications by September 2000. The team will, if necessary, make revisions to the existing EIA best practices for Category I review.
 - ITG and SMG, in coordination with appropriate EIA offices, will develop standards and technical capacity requirements for Internet based data collection (and required multi-year resources), to be completed by May 2000 in time for the 2002 budget cycle.
 - SMG, in coordination with ITG and appropriate EIA offices, will create a standard EIA definition of response rate(s) to be embedded in CCAPS by September 2000. As surveys migrate to CCAPS, their response rates will be calculated using the new definition(s).
2. **Strategy:** Redesign the electricity and natural gas collection, processing and publication systems to reflect the changes occurring in these industries.

Action Plan

- EIA will implement revised electricity surveys and publication systems by December 31, 2002, and revised natural gas surveys and publication systems incrementally with completion of the redesigned system by December 31, 2002.
- Data Processing will utilize the EIA CCAPS system
- Data Requirements will be coordinated within EIA/DOE, other governmental agencies, and in-

dustry working groups. Results will be communicated to potential respondents.

- ✱ Finalization of Data Requirements will be accomplished by working with data providers to determine what data points can be collected.
 - ✱ Forms Design will be accomplished by developing a Total Survey Design Approach for a common look and feel for all forms, incorporating each form into the Approach and subsequently testing the forms with respondents prior to finalization for OMB Clearance.
 - ✱ Data Collection will address traditional reporting but will rely heavily on the Internet and/or other type of electronic submission.
3. **Strategy:** Ensure EIA frames (i.e., lists of all units in the target population) are up-to-date and accessible for use by all EIA surveys. EIA will maintain the list of frames as part of its Master Universe Database (MUD).

Action Plan

- ✱ A committee will be established by September 2000 from CNEAF, ITG, EMEU, O&G, and SMG to develop a timetable and responsibilities for overall quality of the MUD. The cross-Office team will develop the procedures to ensure continual updating of the MUD to maintain its currency as well as other issues related to updating.
 - ✱ By October 31, 2000, a user-friendly version of the MUD will be fully operational in EIA.
 - ✱ By October 31, 2001, a unified frame for marketers, energy service providers and multi-fuel service providers will be used across all EIA surveys.
4. **Strategy:** Ensure surveys of households and commercial buildings are current and relevant by redesigning these surveys based on the 2000 Census.

Action Plan

By September 2003, EIA will implement a revised survey frame for CBECS and by September 2005 EIA will implement a revised survey frame for RECS.

Goal 2: EIA information will be easy to access, understand and use.

1. **Strategy:** Implement an information channel approach on the Website; set up pilot channels, investigate options for EIA-wide information storage/retrieval and database publishing systems; establish and enforce Website standards.

Action Plan

- ✱ By March 17, 2000, the Information Products and Services Committee (IPSC) will develop implementation schedules and milestones, and report them back to EIA senior staff, for the following tasks:

In conjunction with the Web Cognitive Usability and Evaluation Team, incorporate the results of the Web site usability testing activity and set standards for EIA Webpages/channels

Coordinate with Office Directors to enforce standards for EIA Webpages/channels

Select and oversee the conduct of an information channel pilot using the following selection criteria:

At least one channel should be a primary fuel-specific channel

At least one pilot channel should not be a fuel-specific channel

Pilot channels should have a high level of customer interest ("hot topic")

Define the role of a channel manager and conduct channel manager training

Educate staff on the information channel concept

- ✱ Develop alternative FY 2002 budget proposals for EIA-wide information storage/retrieval and database publishing systems, by May 1, 2000. Proposals will be developed by the IPSC and ITG, and will be included in the ITSP strategic plan (see #3 below).

2. **Strategy:** Eliminate print versions of all periodicals except the *Annual Energy Outlook*, the *Monthly Energy Review* and the *Annual Energy Review* by 2004, changing their scope and content as necessary. Collect and use customer input relating to publications' phase-out, focusing on transition issues, with primary input from Federal and State policymakers. Develop a print-on-demand capability to provide hard-copy of Web products to those still requesting it.

Action Plan

- NEIC will develop print-on-demand capability by June 1, 2000.
3. **Strategy:** Seek out opportunities from changing technology; create an EIA Information Technology Strategic Plan (ITSP) reflecting EIA's strategic goals and mission requirements.

Action Plan

- Set up an EIA-wide group to create ITSP Plan by February 11, 2000; see #1 above.
- EIA management will provide a charter and product due dates to the group.
- An initial plan aligned with the overall EIA Strategic Plan will be established by April 28, 2000. The emphasis in the initial plan will be Strategic Plan initiatives and other program priorities that need to be addressed in the FY 2002 budget.
- Cost information will be maintained and analyzed by ITG.
- The ITSP Group will have an advisory role in EIA technology decisionmaking.

Goal 3: EIA will remain the source of high-quality, comprehensive energy information.

1. **Strategy:** Follow the work priorities in Table 1 and allocate resources within Offices according to this work priority plan.

Action Plan

- Each Program Office will implement a work priority system by September 30, 2000, including:
 - identifying its activities and products, reviewing and evaluating customer preferences for its existing products (web hits, requests, mailouts, etc.), and
 - designating specific activities and products as either high or low priority, using the work priority guidelines listed in Table ES1.
- By September 30, 2000, each Office will develop a transition plan for FY2000-2003, including:
 - phasing out low priority activities and products,
 - reallocating resources from low to high priority activities in the FY2002 budget.
- By October 15, 2000, EIA will
 - develop a registry of products,
 - archive historical Web products, and
 - improve access to high-priority, standard products on the Web (see Infocentric issue paper)

Starting in January 2001, EIA will monitor the effectiveness of the work priority system in maintaining product quality and satisfying customers.

2. **Strategy:** Continue to provide custom products to Federal policymakers; make more products available to all customers; produce special products of broad interest instead of customized products for single customers.

Action Plan

- The Administrator will publish an EIA policy on custom products by April 15, 2000.
- Each Office Director will develop a phase-in plan by June 30, 2000, to implement the new policy in their Office.
- The Performance Measures Committee will collect information on customized work for Federal and State policymakers.