



**City Council Questions and Answers for
Thursday, February 25, 2016**

These questions and answers are related to the
Austin City Council meeting that will convene at 10:00 AM on
Thursday, February 25, 2016 at Austin City Hall
301 W. Second Street, Austin, TX



Mayor Steve Adler
Mayor Pro Tem Kathie Tovo, District 9
Council Member Ora Houston, District 1
Council Member Delia Garza, District 2
Council Member Sabino "Pio" Renteria, District 3
Council Member Gregorio Casar, District 4
Council Member Ann Kitchen, District 5
Council Member Don Zimmerman, District 6
Council Member Leslie Pool, District 7
Council Member Ellen Troxclair, District 8
Council Member Sheri Gallo, District 10

The City Council Questions and Answers Report was derived from a need to provide City Council Members an opportunity to solicit clarifying information from City Departments as it relates to requests for council action. After a City Council Regular Meeting agenda has been published, Council Members will have the opportunity to ask questions of departments via the City Manager's Agenda Office. This process continues until 5:00 p.m. the Tuesday before the Council meeting. The final report is distributed at noon to City Council the Wednesday before the council meeting.

QUESTIONS FROM COUNCIL

1. Agenda Item # 2: Authorize issuance of a rebate to Foundation Communities for performing energy efficiency improvements at the Trails at the Park Apartments located at 815 W. Slaughter Lane, in an amount not to exceed \$62,367. (District 5)
 - a. QUESTION: Has this property received affordable housing tax credits from the State or any City funding or loans? COUNCIL MEMBER TROXCLAIR'S OFFICE
 - b. ANSWER: This property has not received funding from the City/Austin Housing Finance Corporation. According to Travis County Official Public Records, in 1998, there was an allocation of Low Income Housing Tax Credits from the Texas Department of Housing and Community Affairs in the amount of \$735,941.
2. Agenda Item # 12: Authorize negotiation of a professional services agreement with CDM SMITH, INC. (staff recommendation) or one of the other qualified responders to Request For Qualifications Solicitation No. CLMP179, to provide consulting services for the Integrated Water Resource Plan in an amount not to exceed \$1,000,000.
 - a. QUESTION: 1) What does it mean "The Plan will provide a mid- and long-term evaluation of and plan for water supply and demand management options for the City of Austin in a regional water supply context. Through public outreach and coordination of efforts between City departments and the 2015 Task Force, the Plan offers a holistic and inclusive approach to water resource planning. The Plan embraces an innovative and integrated water management process with the goal of ensuring a diversified, sustainable, and resilient water future, with a strong emphasis on water conservation."? What is the City looking to get for \$1M from this program? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: See attachment.
3. Agenda Item # 17: Approve a resolution supporting the City's participation in the Open Government Partnership subnational pilot program.

a. QUESTION: 1) Who represents the City in this program? 2) How many FTEs are involved? 3) How often do they meet? According to the RCA, they have been around since 2011. How many times in each of the past 2 years have they met? How many times are they expected to meet in the next 12 months, only once? 4) What are the deliverables the City has received from this program? 5) How much will it cost for the City to participate in the OGP pilot program? Will travel be involved? Is there an opportunity cost since existing FTEs could be working on something else? COUNCIL MEMBER ZIMMERMAN'S OFFICE

b. ANSWER: 1) City Innovation Officer Kerry O'Connor represents the City in this program. 2) The City anticipates utilizing pre-existing FTEs whose job descriptions already include open government responsibilities. No singular full-time-equivalent position will be committed full-time to this pilot. Rather, the city's time-on-task will involve the Innovation Office staff committing a portion of their time to gathering input and guidance from city staff, Austin residents, and local organizations. The use of crowd-sourcing methods will make the drafting of the action plan more efficient for all involved. Contributions will be voluntary, and serve to curate and enhance already ongoing activities. 3) The Open Government Partnership as a whole body meets once a year at an annual summit. Portions of the Open Government Partnership may meet at regional meetings, or Steering Group meetings. We anticipate that pilot program participants will meet only once in person at the annual Summit. Other meetings will happen virtually, such as in webinars. 4) With regard to deliverables already received, the City was recognized for a notable innovation in transparency, the City Council Discussion Board, with an invitation to participate in the 2015 Open Government Partnership Summit. Represented by the City Clerk, the Law Department, and the Innovation Office, the Austin delegation presented to session on local government innovation how Austin is leading the way in open government. The delegation received inspiration in ideas related to innovations in citizen crowdsourcing, open data, and other civic technology innovations. The City is currently applying to be part of a pilot program. If selected to be one of ten pioneers in this program, the city would be asked to develop an open government action plan, in partnership with local civic organizations. In exchange, we would receive the following deliverables: • recognition and inspiration for open government innovations at the local level • peer learning and exchange with counterparts around the world, enabling the spread of new ideas and solutions to public policy challenges • best practical knowledge on policies and practices related to transparency and open government from the only international network specifically dedicated to open government • institutional support from the Open Government Partnership Support Unit and Steering Committee to develop and fulfill independent open government commitments in action plans • knowledge of new ways to make local governments run more openly and efficiently • global promotion of Austin's innovative open government techniques and practices The Open Government Partnership meets at least annually. 5) With regard to the cost for the City to

participate in the OGP pilot program, costs, (including travel), will be accounted for in existing budgets. In terms of opportunity costs, participation in the OGP pilot represents real value, as participation means receiving the deliverables mentioned earlier, as well as presenting an opportunity to streamline existing open government operations.

- c. QUESTION: Can staff supply an example/sample of a report done by the Open Government Partnership? COUNCIL MEMBER TROXCLAIR'S OFFICE
 - d. ANSWER: See attached.
4. Agenda Item # 19: Authorize negotiation and execution of a 36-month and 19-day lease extension for approximately 4,934 rentable square feet of office space for the Treasury Office, located at 700 Lavaca Street, Suite 940, from TRAVIS COUNTY, TEXAS, in an amount not to exceed \$472,094.25 (District 9).
- a. QUESTION: 1) What have been the Base Rate, Annual Rent, Annual Parking fee, and Operating Expenses since May 2001? What other existing facilities that the City currently owns that could be used instead of leasing this space from the County? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: See attachment
5. Agenda Item # 24: Approve an ordinance amending the Fiscal Year 2015-2016 Public Works Transportation Fund Operating Budget (Ordinance No. 20150908-001) to appropriate \$2,000,000 for the minor construction repair and street preventive maintenance programs; and to decrease the Fiscal Year 2015-2016 Public Works Department Transportation Fund's ending balance by \$2,000,000.
- a. QUESTION: What road projects, that are not funded in the FY2015-16 Transportation Budget (either Public Works or ATD), but are high priority for upcoming budgets, could the Council allocate \$2,000,000 for? COUNCIL MEMBER TROXCLAIR'S OFFICE
 - b. ANSWER: The \$2,000,000 budget amendment will be used to support two high priority maintenance programs that PWD manages: minor construction repair and street preventive maintenance. PWD plans to assign \$1,000,000 to each program.
The Department's initial estimate is that 150 to 200 street repairs of cuts to the road surface from underground utility repair work can be completed. These repairs will reduce the backlog of locations requiring repairs to temporary road patches in the City's Street Network. A map has been provided (See Attachment 1: Utility Cut Repair) of the initial locations that have been identified. The Department's initial estimate is that 60 lanes miles of preventive maintenance, which will extend the life of these roadway assets, can be completed. A map has been provided (See Attachment 2: Preventive Maintenance) of the initial locations that have been identified. It is important

to note that these are estimates. The actual number of repairs and lanes will be reported to Council as part of the Budget process under each programs' specific performance measures.

6. Agenda Item # 25: Authorize negotiation and execution of contracts for the purchase of furniture and fixtures for the new central library through the U.S. Communities Cooperative with WORKPLACE RESOURCE in an amount not to exceed \$1,083,435, SHELTON-KELLER in an amount not to exceed \$391,152 and through the Texas Multiple Award Schedule Cooperative with MCCOY ROCKFORD, in an amount not to exceed \$204,729, LIBRA-TECH in an amount not to exceed \$1,284,851, and FACILITY INTERIORS in an amount not to exceed \$557,846, for total contracts not to exceed \$3,522,013.
 - a. QUESTION: Can we get an itemized breakdown of what is being ordered and the estimated cost of each? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: Yes, please see the attached US Communities – Library Furniture & Fixtures Breakdown.
7. Agenda Item # 26: Authorize award and execution of a 60-month contract with TIBH INDUSTRIES, INC. to provide landscaping maintenance services at various City facilities in an amount not to exceed \$4,875,000.
 - a. QUESTION: 1) How many total employees does TIBH have? How many people with disabilities work on landscaping maintenance services on City facilities? 2) What % of the City's landscape maintenance services does this contract represent? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: See attachment.
8. Agenda Item # 29: Authorize award and execution of a contract with PAT'S GARAGE to provide refurbished Prius battery packs in an amount not to exceed \$77,000.
 - a. QUESTION: 1) How much do each of the refurbished battery packs cost? 2) What happens to the old battery packs? Is "Pat's Garage" a local Austin company? 3) If not, where are they based out of? 4) What additional maintenance is needed on these vehicles? 5) Besides the battery packs, what is the expected remaining life of the vehicles? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: 1) \$3,500 per battery pack. 2) They are cores and are sent back to the vendor. 3) No, they are out of San Francisco, CA. 4) None. 5) These units are on the regular replacement schedule to be inspected for replacement at 100,000 miles. Based on current usage the remaining life for units in this group that would be eligible for a battery replacement is 8-12 years.
9. Agenda Item # 30: Authorize award and execution of a 24-month contract with

TEXAN WASTE EQUIPMENT INC. DBA HEIL OF TEXAS to provide parts and repairs for Schwarze sweepers in an amount not to exceed \$314,388, with four 12-month extension options in an amount not to exceed \$157,194 per extension option, for a total contract amount not to exceed \$943,164.

a. QUESTION: 1) Who won the previous bid? 2) What were the terms of the previous contract? 3) How does the previous contract compare to this current bid? COUNCIL MEMBER ZIMMERMAN'S OFFICE

b. ANSWER: 1) Cooper Equipment Co., Inc. 2) The term was for a 36 month requirements contract to provide captive repair parts and repair services for all street maintenance equipment in an amount not to exceed \$847,194, with three 12-month extension options in estimated amounts not to exceed \$340,670 for the first extension Option, \$374,736 for the second extension option and \$412,210 for the third extension option, for a total estimated contract amount not to exceed \$1,974,810. 3) The previous contract included parts and repair services for a variety of street maintenance equipment including motorized brooms, graders, street sweepers, crack sealers, asphalt distributors, chip spreaders, transports, live-bottom trailers, rollers, paving machines and milling machines. Fleet separated the previous contract into two separate requirements. This contract is a sole source for parts and repair services for the Schwarze street sweepers only because the manufacturer changed their authorized distributor effective November 20, 2015. Texan Waste Equipment Inc., dba Heil of Texas is the manufacturer's sole distributor for the State of Texas for parts and repair services for Schwarze Industries products. Use of non-distributor parts and repair services will void any and all equipment warranties. A separate solicitation is currently being advertised for parts and repairs for all other street maintenance equipment.

10. Agenda Item # 31: Authorize award and execution of a 24-month contract with COVERT CHEVROLET to provide Chevrolet parts and repair services in an amount not to exceed \$142,180, with four 12-month extension options in an amount not to exceed \$71,090 per extension option, for a total contract amount not to exceed \$426,540.

a. QUESTION: 1) Who won the previous bid? 2) What were the terms of the previous contract? 3) How does the previous contract compare to this current bid? COUNCIL MEMBER ZIMMERMAN'S OFFICE

b. ANSWER: 1) Covert Chevrolet. 2) The term was for a 36 month requirements contract to provide captive repair parts and repair services for Chevrolet sedans and light-duty vehicles in an amount not to exceed \$436,800, with three 12-month extension options in estimated amounts not to exceed \$207,360 for the first extension Option, \$248,832 for the second extension option and \$298,598 for the third extension option, for a total estimated contract amount not to exceed \$1,191,590. 3) The contract requirements are the same; however the previous contract included a higher estimate for repairs due to technician shortages. The current contract has been properly scoped

downward because Fleet is adequately staffed and more repairs are done in-house.

11. Agenda Item # 33: Authorize negotiation and execution of a contract through the National Joint Powers Alliance Cooperative with W.W. GRAINGER INC for two floor scrubbers in an amount not to exceed \$93,587.
 - a. QUESTION: 1) What is a "floor scrubber"? 2) Which model is proposed for the city to buy? 3) Is there a comparable unleaded petro-gasoline version or non-biodiesel version? 4) If so, how much do they cost? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: 1) These are actually sweepers/scrubbers that are used to clean sidewalks. Specifically, these will be used on the 6th street sidewalks for the downtown coalition. 2) Tennant T20 3) Yes, there are gas and LPG models available. Please see the attached Medium Heavy Duty Package Cost Spreadsheet. Council Resolution No. 20070215-023 states that the City will "mak[e] the entire City fleet of vehicles carbon neutral by 2020 through the use of electric power, non-petroleum fuels, new technologies, mitigation and other measures as necessary, prioritizing the earliest possible conversion to such fuels and technologies and establishing timelines and benchmarks for such conversions." Once the operational need for vehicles/equipment is determined, Fleet Services works with the relevant City departments and the Sustainability Office to purchase the most fiscally and environmentally responsible units, per the above resolution.
 - c. QUESTION: Did the City conduct a competitive bidding process for this contract? COUNCIL MEMBER TROXCLAIR'S OFFICE
 - d. ANSWER: The City did not conduct the competitive bidding process. This contract will be awarded through a Cooperative program which conducted the competitive solicitation process.
12. Agenda Item # 34: Authorize negotiation and execution of five contracts through the Houston-Galveston Area Council Cooperative for medium and heavy duty vehicles and pieces of equipment with DEERE & CO in an amount not to exceed \$115,273, with LONGHORN INTERNATIONAL TRUCKS LTD in an amount not to exceed \$1,309,374, with NATIONAL BUS SALES & LEASING INC. in an amount not to exceed \$106,000, with NILFISK-ADVANCE, INC. in an amount not to exceed \$469,029 and with TEXAN WASTE EQUIPMENT INC. DBA HEIL OF TEXAS in an amount not to exceed \$222,597, for a total amount not to exceed \$2,222,273.
 - a. QUESTION: 1) Are there comparable unleaded petro-gasoline versions? 2) If so, how much do they cost? 3) Are the 2 Floor Scrubbers going to the Austin Convention Center different than the 2 flood scrubbers in Item 33? COUNCIL MEMBER ZIMMERMAN'S OFFICE


- b. ANSWER: 1) No, please see the attached Medium Heavy Duty Package Cost Spreadsheet. 2) Yes. The items for Convention Center are actual floor scrubbers operated indoors, while the units in Item 33 are for Street & Bridge and are sweepers/scrubbers for the sidewalks.
- 13. Agenda Item # 35: Authorize negotiation and execution of two contracts through the Texas Multiple Award Schedule Cooperative for medium and heavy duty vehicles with ALTEC INDUSTRIES INC. in an amount not to exceed \$366,372 and POLARIS SALES INC. in an amount not to exceed \$123,730, for a total amount not to exceed \$490,102.
 - a. QUESTION: 1) Are there comparable unleaded petro-gasoline versions? 2) if so, how much do they cost? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: Yes there are unleaded options. Please see the attached Medium Heavy Duty Package Cost Spreadsheet. Council Resolution No. 20070215-023 states that the City will "mak[e] the entire City fleet of vehicles carbon neutral by 2020 through the use of electric power, non-petroleum fuels, new technologies, mitigation and other measures as necessary, prioritizing the earliest possible conversion to such fuels and technologies and establishing timelines and benchmarks for such conversions." Once the operational need for vehicles/equipment is determined, Fleet Services works with the relevant City departments and the Sustainability Office to purchase the most fiscally and environmentally responsible units, per the above resolution.
- 14. Agenda Item # 36: Authorize negotiation and execution of 10 contracts through the Texas Local Government Purchasing Cooperative (BuyBoard) for medium and heavy duty vehicles and pieces of equipment with BRIGGS EQUIPMENT in an amount not to exceed \$143,120, CENTRAL TEXAS EQUIPMENT in an amount not to exceed \$193,250, CLARK EQUIPMENT COMPANY in an amount not to exceed \$145,972, COOPER EQUIPMENT CO INC in an amount not to exceed \$446,882, DEERE & CO in an amount not to exceed \$1,182,752, JOHN DEERE SHARED SERVICES INC. in an amount not to exceed \$89,498, NUECES FARM CENTER DBA NUECES POWER EQUIPMENT in an amount not to exceed \$655,879, RDO EQUIPMENT CO in an amount not to exceed \$1,260,303, RIVER CITY MARKETING INC. in an amount not to exceed \$140,094, and TYMCO INC. in an amount not to exceed \$245,079, for a total amount not to exceed \$4,502,829.
 - a. QUESTION: 1) Are there comparable unleaded petro-gasoline versions? 2) If so, how much do they cost? COUNCIL MEMBER ZIMMERMAN'S OFFICE
 - b. ANSWER: Yes there are unleaded options. Please see the attached Medium Heavy Duty Package Cost Spreadsheet. Council Resolution No. 20070215-023 states that the City will "mak[e] the entire City fleet of vehicles carbon neutral by 2020 through the use of electric power, non-petroleum fuels, new


technologies, mitigation and other measures as necessary, prioritizing the earliest possible conversion to such fuels and technologies and establishing timelines and benchmarks for such conversions.” Once the operational need for vehicles/equipment is determined, Fleet Services works with the relevant City departments and the Sustainability Office to purchase the most fiscally and environmentally responsible units, per the above resolution.

15. Agenda Item # 53: Authorize negotiation and execution of an interlocal agreement with the University of Texas Center for Transportation Research, in the amount not to exceed \$2,500,000 for five years for transportation research and analysis support.
 - a. QUESTION: 1) Council has approved \$250,000 for this year’s budget already. The rest of the \$250,000 will be coming from ‘other programs’ in Austin Transportation Department. Where will the other funds come from? Where will the funds come from in the outlying years? 2) In the mobility committee meeting, it was stated that the data warehouse with urban analytics and open portal is being considered to be shared with company to develop an application for navigation – will this be free to the community? 3) What is the precise difference in research and analysis between this agreement with UT Center for Transportation Research, Movability Austin and other organizations that are public or private and are providing information to the transportation department to improve mobility? COUNCIL MEMBER HOUSTON’S OFFICE
 - b. ANSWER: 1) Funds will come from previously or future approved Council budgets. One example is the Transportation Management Center (TMC) Activation project. It was approved in the FY16 budget. Staff recommended to Council to deliver this project (a) using a consultant contract and (b) further recommends using UT Center for Transportation Research to provide an independent evaluation of the project’s effectiveness. Funding for both contracts will come from the TMC project approved in the FY16 operating budget. Funding for future years is anticipated to come from ATD’s operating budget, other Council approved initiatives, and future grant opportunities (such as Smart Cities). 2) Yes. The City will make this data available for free to the public, other governmental agencies, and private sector companies. In the example provided in the Mobility Committee meeting, the private sector company intends to take this information, reorganize it into a more user-friendly (value added) format, and make it available for free to their users. 3) The Center for Transportation Research (CTR) is a multidisciplinary research institute that is recognized as one of the leading university-based transportation research centers in the world. By contrast, Movability Austin is a non-profit transportation management association that is focused on mobility services for the downtown area. ATD does not anticipate any overlap between CTR and other entities (e.g., Movability Austin, Rocky Mountain Institute) regarding specific tasks assigned to CTR. Any initiatives that require similar work efforts will be coordinated to ensure they are complimentary and avoid redundancies.

16. Agenda Item # 54: Approve an ordinance amending City Code Chapter 14-1 relating to the naming or renaming of park facilities.
- a. QUESTION: 1) There does not appear to be anything in the new guidelines that would help Council choose between competing nominations (ie. Item 19). Is there some sort of decision-making matrix or stakeholder process forthcoming that would help council weigh between “significant contributions”? (Austin/non-Austin/hyper-local (specific to that facility), living/deceased, contribution of land, money, time, impact?, Voting among members of the community local to that facility or city-wide?, Other considerations?) MAYOR ADLER'S OFFICE
- b. ANSWER: No. PARD staff is not proposing any new matrix or stakeholder process other than the existing public stakeholder process in place already. That approval process, includes public meetings at the Land, Facilities & Programs Committee, Parks & Recreation Board and City Council, all of which can receive public input. The new ordinance does require documentation of public support materials. The COA Law Dept and PARD recommend that “valuable contribution” not be clearly defined, otherwise it could be seen as too restricted. The competing nature of the naming applications is due to the allowance of multiple applications being submitted at one time. PARD is not recommending any changes to this allowance.

END OF REPORT - ATTACHMENTS TO FOLLOW

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Council Question and Answer

Related To	Item #12	Meeting Date	February 25, 2016
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Additional Answer Information

QUESTION: 1) What does it mean "The Plan will provide a mid- and long-term evaluation of and plan for water supply and demand management options for the City of Austin in a regional water supply context. Through public outreach and coordination of efforts between City departments and the 2015 Task Force, the Plan offers a holistic and inclusive approach to water resource planning. The Plan embraces an innovative and integrated water management process with the goal of ensuring a diversified, sustainable, and resilient water future, with a strong emphasis on water conservation."? What is the City looking to get for \$1M from this program? COUNCIL MEMBER ZIMMERMAN'S OFFICE

ANSWER:

In December 2014, City Council directed the City Manager to hire a consultant to support the Integrated Water Resource Plan process. That Council resolution also called for the creation of the Austin Integrated Water Resource Planning Community Task Force (IWRP Task Force) to support the IWRP. Task force members were appointed by the current Council. The IWRP Task Force is comprised of eleven voting members appointed by Mayor and Council and ex-officio members representing various City departments.

Austin Water staff, in conjunction with the IWRP Task Force, developed the statement, referenced above, to describe at a high-level the purpose of the IWRP. This statement captures key plan elements including:

- Water supply and demand-side management options evaluation and plan
- Planning to be done in a regional water supply context
- Public outreach and inclusiveness in the plan development approach
- Goal of ensuring a diversified, sustainable, and resilient water future, with a strong emphasis on water conservation

City staff is seeking this authorization for negotiation of this professional consulting services contract to support the Integrated Water Resource Plan development. Planned scope tasks for this main IWRP consultant include:

- Conduct public outreach and participation
- Evaluate and forecast disaggregated water demands
- Conduct an assessment of water conservation potential
- Incorporate impacts of climate change on water supply and demand
- Water supply and demand-side options evaluation
- Water supply and demand management portfolio development and evaluation
- Develop plan recommendations and report

If authorization for negotiation is approved, Staff plans to return to Council for approval for execution of the contract.

In addition to the consultant resources of this main IWRP contract, there are additional staff resources, working on the IWRP program from Austin Water and other departments, including Watershed Protection, Austin Energy, and the Office of Sustainability as well as a hydrologist consultant. Staff plans to bring forward for Council approval an additional IWRP climate consultant contract in late March.

2015

ANNUAL REPORT

Open
Government
Partnership



Executive Summary

In 2015, the Open Government Partnership (OGP) grew to 69 countries that have collectively developed more than 2,250 commitments to make governments more open, transparent and responsive to citizens. In OGP's fourth year of operation, many countries are continuing to show a strong commitment to the initiative. Twelve countries submitted their second National Action Plan and, for the first time, two countries — the Philippines and the United States — submitted a third Action Plan. The partnership as a whole continued to grow stronger, with record-breaking attendance at the third Global Summit in Mexico City, where a new subnational government pilot program was launched.

The Global Summit in Mexico was the major moment for OGP in 2015. The summit was hosted by the President of Mexico and Mexican civil society organizations who welcomed over 40 ministers and leaders from around the world. Highlights included the second annual presentation of the Open Government Awards, with first prize given to a Uruguayan project providing citizens unparalleled access to the performance indicators of their country's health care providers. OGP also moved swiftly to position itself as one of the main implementing partners for the United Nations newly agreed [Sustainable Development Goals](#). Over 40 governments signed a declaration committing to use the OGP platform to implement the new global goals, and OGP published a [special edition of the Open Government Guide](#) to provide ideas on how to achieve this. Civil society leaders also had a prominent role, ensuring that issues of closing civic space, anticorruption, freedom of the press and access to justice were addressed on the main stages.

Throughout 2015, the Support Unit and Independent Reporting Mechanism (IRM) staff



OGP 2015 Summit Mexico. [Click here for the Summit in review.](#)

continued to provide international coordination and accountability, while also contributing an increased level of support to government and civil society reformers at the country level. This included coordinating nearly 60 instances of bilateral and regional peer-exchange activities, promoting a wide array of educational tools including webinars and handbooks, and helping the spread of good ideas from OGP partners through events and different communications channels.

The OGP Steering Committee provided strategic leadership to the initiative, with guidance from the lead co-chairs — the government of Mexico and Suneeta Kaimal from the Natural Resource Governance Institute. The support co-chairs were the government of South Africa and Alejandro Gonzalez from Gesoc. Other countries played major roles in supporting OGP in 2015, including Georgia, where the then Prime Minister Irakli Garibashvili hosted a European Regional Meeting, and Tanzania, where the then President Jakaya Kikwete hosted an Africa Regional Meeting. High-level leadership was also extended through the

appointment of Winnie Byanyima, executive director of Oxfam International, as a new [OGP Ambassador](#).

In July 2015, OGP held its second election of governments to join the Steering Committee. The governments of Chile and Romania were elected for the first time, and Indonesia was elected for a second term. The governments of the Philippines and Tanzania stepped down. Two civil society Steering Committee members, Cecilia Blondet (formerly of Proética, Peru) and Fernando Straface (formerly of Cippec, Argentina), stepped down from their roles because of changes in their jobs. Alvin Mosioma of Tax Justice Network Africa stepped down due to time constraints. These vacancies will be filled shortly.

2015 also saw the departure of Linda Frey as executive director of the OGP Support Unit. During her tenure Linda built up OGP's infrastructure to include a talented staff, and developed an ambitious four-year strategy and a solid financial footing. Following an intensive international search, Sanjay Pradhan was tapped to lead the OGP Support Unit, starting mid-2016.

OGP by the Numbers in 2015



36 OGP COUNTRIES HAVE ESTABLISHED
A PERMANENT DIALOGUE MECHANISM



69
COUNTRIES
IN TOTAL

COTE D'IVOIRE
SRI LANKA
CABO VERDE
PAPUA NEW GUINEA

4 NEW COUNTRIES JOINED OGP

23 WEBINARS

brought together nearly 2,000
practitioners and experts to
showcase innovative approaches
to solving shared open
government challenges.



OGP VIDEOS ON YOUTUBE HAVE BEEN WATCHED BY ALMOST **72,500** PEOPLE



NEARLY **SIXTY** INSTANCES OF BILATERAL AND
REGIONAL PEER-EXCHANGE ACTIVITIES

33 COUNTRIES
COMPETED
for the

OPEN
GOVERNMENT
AWARDS



47

countries endorsed the Joint
Declaration on Open Government
for the Implementation of the

2030 AGENDA FOR
**SUSTAINABLE
DEVELOPMENT**



220 POSTS

WERE PUBLISHED

— ON THE —

OGP BLOG
IN 2015

OVER
2,000

PARTICIPANTS
— at the —

**GLOBAL
SUMMIT**

INCLUDING
**GOVERNMENT
MINISTERS
FROM 41
COUNTRIES**



NATIONAL ACTION PLANS

✓ **2,250** TOTAL OGP COMMITMENTS FROM **110** ACTION PLANS (CUMULATIVE)

THE IRM PUBLISHED
18 REPORTS

83 SUBNATIONAL
COMMITMENTS

have already been included in OGP
Action Plans (OGP's subnational
pilot program launches in 2016).

The **2015 Civil Society** Survey tells us that of the over

600 respondents **12%** said that their latest National
Action Plans includes all civil society priorities, **50%** said
a majority of priorities and **32%** some priorities.



73%

of respondents reported a
more positive outlook on OGP
in the last 12 months.

OGP Regional and Global Events

LAUNCH OF THE "JOINT DECLARATION ON OPEN GOVERNMENT FOR THE IMPLEMENTATION OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT"

UNITED NATIONS, NEW YORK, *September*

Steering Committee members met to launch a declaration led by the government of Mexico linking the new United Nations Sustainable Development Goals to OGP, with countries committing to implement the goals through their future Action Plans.

GLOBAL SUMMIT AND MINISTERIAL STEERING COMMITTEE

Mexico City, *October*

Over 2,000 participants attended the third OGP Global Summit in Mexico City, including ministers from 41 governments, and civil society representatives from 112 countries. Major themes of the summit included piloting OGP at the subnational level, engaging with the new Sustainable Development Goals, the seriousness of closing civic space, and using the findings from the IRM reports. The summit was opened by Mexican President Enrique Peña Nieto and other international political, multilateral and civil society leaders, including the UNDP Administrator, Helen Clark. A day prior to the summit, civil society organizations, government officials and the Steering Committee each convened. Over 1,000 people attended a global civil society day, which served as an opportunity for civil society organizations to present challenges faced locally to a global audience and to exchange knowledge on how to best use OGP to achieve their goals. In parallel, 78 government officials from 47 countries discussed their experiences implementing OGP. The officials also met with multilateral partners and OGP Working Groups to understand better what external sources of support are available to them. The Steering Committee also met at the ministerial level and agreed upon a major OGP subnational pilot.*

BALKAN OGP DIALOGUE

Tirana, *September*

Albanian civil society partnered with the government and the OGP Support Unit to host over 250 participants from nine countries to encourage peer exchange among participants in what the organizers called a "learn and show initiative." The meeting ended with a declaration calling upon "governments and civil society organizations of OGP countries that experience immigration or transition of refugees to act upon that humanitarian and human rights crisis in the spirit of proactive openness."

EUROPEAN GOVERNMENT POINTS OF CONTACT EVENT

Tbilisi, *June*

Government officials leading on OGP in their countries gathered to share experiences on how to best engage with civil society, to work with their counterparts in other ministries, and to overcome challenges in implementing open government reforms.

ASIA-PACIFIC GLOBAL SUMMIT PREPARATION MEETING

Asian Development Bank, Manila, *September*

The meeting brought together delegates from government, civil society, multilateral organizations, and foundations to share progress on open government reforms in participating countries and exchange views on how to broaden and deepen OGP in the region.

AFRICA REGIONAL MEETING

Dar es Salaam, *May*

The then President of Tanzania, Jakaya Kikwete, hosted the second regional meeting for Africa, with attendees from across the continent coming together to discuss open data, enhanced accountability, land ownership transparency, and many other crucial issues affecting Africa.

STEERING COMMITTEE

Pretoria, *July*

Working-level Steering Committee members stepped up planning for the Global Summit, discussed the organizational status of the OGP Support Unit, and planned deeper collaboration with multilateral partners.*

MINISTERIAL STEERING COMMITTEE

Mexico City, *April*

The Steering Committee discussed strategies to support OGP country performance and moved forward on OGP discussions regarding access to justice, subnational engagement, and anticorruption efforts. SC members were also keen to promote more rigorous research into the impacts of open government reforms. Linda Frey announced she was stepping down as executive director of the Support Unit in mid-2015.*

* The agendas and minutes of all Steering Committee meetings are published on the [OGP website](#).

Raising the Ambition and Implementation of Open Government Reforms in 69 OGP Countries

National Action Plans are at the very heart of OGP and ensuring that Action Plans are ambitious, effective, and relevant to open government is a primary objective of the OGP Support Unit.

Fifteen countries submitted Action Plans this year, containing more than 250 specific policy commitments in a wide array of areas that include public participation, fiscal transparency, access to information, open data, and legislative openness. France submitted its first plan; the 12 countries that joined in 2013 submitted their second plan; and for the first time, two countries — the Philippines and the United States — submitted a third Action Plan. In addition, 44 governments continued to work on implementing Action Plans presented in previous years. 31 participating countries submitted self-assessment reports on the implementation of their Action Plans.

15 COUNTRIES
SUBMITTED
ACTION PLANS
THIS YEAR

- ✓ ARGENTINA
- ✓ COLOMBIA
- ✓ COSTA RICA
- ✓ FINLAND
- ✓ FRANCE
- ✓ GHANA
- ✓ HUNGARY
- ✓ ISRAEL
- ✓ LIBERIA
- ✓ MALTA
- ✓ PANAMA
- ✓ PERU
- ✓ PHILIPPINES
- ✓ SLOVAK REPUBLIC
- ✓ UNITED STATES

[Click a country to see the plan](#)



Ambitious OGP Commitments

In 2015, OGP's efforts helped ensure that domestic reformers had the tools and support they needed to design and implement more ambitious OGP commitments. For example, Colombia's Action Plan incorporated the subnational level with the government of Antioquia committing to holding 125 accountability hearings in each of its municipalities. This shows that subnational governments are willing to incorporate open government principles. Finland committed to engaging children and the elderly in the creation of public policies, making open government principles more democratic and inclusive. France committed to using data visualizations and applications to educate and raise awareness of climate challenges. Liberia's plan outlined creative methods for transmitting information about budgets, open government, and other issues through text messages, town criers, radio, interactive murals, and citizen journalism to ensure that critical information reaches every part of the country no matter the infrastructure challenges. Finally, the United States' plan addressed the recent focus on arrest-related and other police-involved deaths by bringing together top police commissioners around the country to begin standardized publication of critical data on shootings, and deaths due to other causes, when law-enforcement personnel are involved.

Supporting Open Government Reforms



GOVERNMENT SUPPORT AND EXCHANGE

Improving
peer learning and
collaboration among
OGP countries

In 2015, OGP focused on catalyzing peer learning among partners. Peer learning and collaboration underpin OGP's race-to-the-top model, in which partners are expected to encourage one another to continuously aim higher. Correspondingly, the OGP Support Unit made a concerted effort to assess needs, connect governments, and share expertise and lessons in the service of stronger development and implementation of Action Plans. The result was nearly 60 peer exchanges among governments, civil society, OGP Working Groups, and multilateral partners in 2015, which represented a significant demand for learning from partners. Many of these exchanges were directly brokered by the OGP Support Unit.

In 2015, the Support Unit also introduced two important initiatives to empower government reformers and points of contact (POC), who lead the OGP process on the ground: POC conferences and a POC manual.

POC conferences are designed to create opportunities for lead officials in OGP governments to share ideas, network, and receive training from specialists in open government. In 2015, the Support Unit organized four POC conferences with over 100 government reformers from 50 participating countries.

A **POC manual** was developed with the assistance of several OGP partners to help government officials better understand the OGP process. The manual brings together seven different guidance notes, including: how to best develop an Action Plan, draft a self-assessment report, consult with civil society, collaborate with



POC Manual *First Edition*
[Click here to view the manual.](#)

OGP Working Groups and meet OGP deadlines. The first edition of the POC manual was launched at the Global Summit in Mexico.

EXAMPLES OF PEER EXCHANGE

With support from the World Bank, the governments of Brazil, Chile, Paraguay, and Uruguay embarked on a comprehensive peer-exchange program to share best practices and lessons learned on implementing Access to Information (ATI) legislation following Paraguay's passage of an ATI law in September 2014. During early stages of implementation, responsible agencies often lack the technical knowledge and capacity needed to set up the institutions, processes, and platforms that comprise a successful ATI program. A delegation from Paraguay visited Chile's Council

for Transparency, Brazil's Office of the Comptroller General, and Uruguay's Agency for e-Government and Information Society to learn from their experience and avoid early missteps. A series of videoconferences complemented the study tours, which provided sustained opportunities for learning across various stages of implementation.

The governments of South Africa, Ghana, Sierra Leone, Liberia, Malawi, and Tanzania formed an African learning caucus that shares experiences in developing and implementing OGP Action Plans. The group met on the sidelines of the OGP Steering Committee Meeting in South Africa in 2015 to discuss how the OGP process can be strengthened in their respective countries.

**THEMATIC WORKING**

GROUPS Sharing expertise in important open government policy areas

In an effort to deepen country-level learning, OGP modified how Working Groups operate among five important open government policy areas: open data, fiscal openness, legislative openness, access to information, and natural-resources openness. In addition to providing on-demand assistance to governments and civil society, Working Groups will now convene small peer-learning cohorts of countries' representatives in order to deliver focused and sustained learning across Action Plan cycles. In 2015, Working Groups reviewed the Action Plans of Ghana, Liberia, the Philippines, Colombia, and Moldova to provide specific feedback on strengthening commitments from thematic experts in their networks. Working Groups also supported study tours and convened government and civil society representatives from OGP countries to deepen learning on specific issues. To provide an opportunity for exchanging best practices and lessons learned among government and civil society peers, Working Groups organized numerous panels and workshops at international events, including OGP regional meetings, the OGP Global Summit, and the International Open Data Conference.

EXAMPLES OF WORKING GROUP ACTIVITIES

The Access to Information Working Group backed a visit by Sierra Leone's Access to Information commissioner to Liberia in order to share tools and learn how to tackle challenges related to instituting an ATI program. In addition to the study visit, the Working Group shared resources such as procedure manuals developed for Liberia, which could serve as an important tool for the information commission in Sierra Leone as it moves forward with its program.

The Fiscal Openness Working Group convened fiscal transparency experts from around the world at a two-day workshop on the sidelines of the Global Summit in Mexico City. Participants shared best practices on such topics as deepening citizen participation in budgetary processes, improving country performance on the Open Budget Index and developing fiscal transparency portals for the proactive publication of fiscal data. The workshop brought together representatives from the ministries of finance of Mongolia, Indonesia, the Philippines, Croatia, Montenegro, Tunisia, El Salvador, Dominican Republic, Paraguay, and Uruguay, with Mexico as the host. Representatives of information commissions and control and audit institutions from Chile, Honduras, and Costa Rica also participated, as did government and legislative representatives from Costa Rica and Tunisia, and civil society experts from India, Indonesia, Brazil, Cameroon, Croatia, and Mexico.

**MULTILATERAL PARTNERS**

Supporting Action Plan development and implementation

In 2015, two new multilateral organizations, the Economic Commission for Latin America and the Caribbean (ECLAC), and the Organization of American States (OAS), joined five others — the Asian Development Bank (ADB), the Inter-American Development Bank (IADB), the Organisation for Economic Co-operation and Development (OECD) and the United Nations Development Program (UNDP) — in developing formal partnerships with OGP to support participating countries with various types of assistance. For example, the IADB provided technical assistance on Action Plan development and implementation in seven countries in South and Central America; the OAS launched the first edition of the Fellowship on Open Government, as well as a [course on Open Government strategies](#); and the UNDP supported parliamentary commitments in Serbia and Chile.

There is an emerging trend among the multilateral partners to align their programs with OGP. For example, the World Bank created the [Open Government Global Solutions Group](#) to ensure an integrated approach to open government, to seek opportunities to align OGP commitments and timelines with the bank's portfolios, and to demonstrate the tangible value of openness for development.

Given the tremendous potential of OGP to help countries around the globe [achieve the United Nations 2030 Agenda](#), the UNDP has announced that it will start to focus part of its support on aligning OGP commitments with national strategies and plans.

Expanding Civil Society Engagement in OGP

In 2015, the OGP civil society network grew in diversity, strength and size. To improve tailored support to civil society in OGP's expanding network, the Civil Society Engagement (CSE) team hired two new regional coordinators for Asia-Pacific and Africa & Middle East. The team also completed integration into the OGP Support Unit.

This expansion and integration helped the CSE team explore new partnerships with important global civil society organizations (CSOs) and networks in the fields of development, human rights and media, including [Article 19](#), [Committee to Protect Journalists](#), [Integrity Action](#), [Oxfam](#), [Save the Children](#) and [World Vision](#). Actors that work in a range of OGP countries and are leaders in their fields are crucial for raising the level of ambition in the next round of Action Plans. Arrangements are in place for additional outreach to new sectors of civil society in 2016.

This year, the CSE team developed support materials to help civil society partners in their advocacy and monitoring efforts. These materials included the [OGP Explorer](#), which provides access to all OGP data, and the Civil Society Action Plan review tool, which helps civil society monitor OGP and provides guidance on creating good [consultations](#) and [high-quality, ongoing dialogue](#).

The 2015 Civil Society Survey results indicate that progress is being made in incorporating civil society priorities in Action Plans. Of the over 600 survey respondents, 12% said that all of their priorities were included, 50% said a majority of priorities were included, and 32% that some of their priorities were included. In Liberia, the government went ahead with national consultations in all of the country's 15 counties



OGP global civil society day, October 2015.

(despite the Ebola crisis); in the Netherlands, 10 civil society groups worked together on an Open Government Manifesto with their key asks for the next Action Plan; in the Philippines, the National OGP Steering Committee was expanded to include greater self-selected representation from civil society and academia; and in Costa Rica, representatives from civil society were invited by presidential decree to apply for four of the eight seats on the [National Commission on Open Government](#).

The dialogue between government and civil society that is at the heart of OGP is improving. IRM data show that more countries are meeting the guidelines, and the 2015 Civil Society

Survey tells us that over the last 12 months 73% of respondents have become more positive about OGP's potential to deliver change. There is still much progress to be made to truly improve the quality and depth of the engagement.

To ensure that civil society is included as an equal partner throughout the entire Action Plan cycle, from consultation to assessment, special emphasis was placed in 2015 on promoting Permanent Dialogue Mechanisms (PDMs). The CSE team worked closely with the Government Support and Peer Exchange and IRM teams to develop a database and handbook to help countries build effective PDMs. The CSE team

also conducted PDM workshops, including at the Africa Regional Meeting, the Georgia Point of Contact meeting, the [Western Balkans Regional Dialogue](#) and the Mexico Global Summit. By the end of 2015, PDMs existed in at least 36 OGP countries. While PDMs look different in each OGP country, success is measured by the same criteria: the quality of dialogue and partnership between civil society and government, the degree to which civil society priorities are reflected in the Action Plan, and the level of ambition, relevance, and completion of Action Plan commitments.

Civil society also continued to play a key role in bringing new countries into OGP, including most recently Sri Lanka and Papua New Guinea. In addition, in many countries, CSOs played a pivotal role in boosting the level of government attention given to OGP. For example, in Australia, sustained campaigning by civil society resulted in a full recommitment to OGP by the new government. In Ukraine, a national civil society advocacy campaign managed to get the OGP process back on track and onto the political agenda.

Yet despite these achievements, there remains skepticism within some civil society organizations about the ability of OGP to create significant positive changes in the lives of average citizens. And whereas most OGP Action Plans include commitments on participatory decision-making and on strengthening the enabling environment, there are concerns about the recent increase in measures to restrict civic space in many parts of the world — including in some OGP countries. This has led to strong demand for OGP to be more outspoken about civic space and has intensified the pressure on OGP governments to lead by example in their

engagement with civil society. These concerns were outlined by Alejandro Gonzalez, the OGP Steering Committee civil society chair, and Elena Panfilova, vice-chair of the board of Transparency International, in an [opinion piece](#) in the Mexican newspaper *El Universal* at the

time of the Global Summit. The piece tapped into many concerns expressed by the civil society community over challenges to press freedom, the ability of NGOs in developing countries to receive international funding, and restrictive freedom of information laws.

Upholding the Values and Principles of OGP

In 2014, the Steering Committee adopted the [Policy on Upholding the Values and Principles of the Open Government Partnership](#), otherwise known as the Response Policy. This policy was established to help countries re-establish an environment for government and civil society collaboration, and to help overcome difficulties as they implement open government policies. It was also designed to safeguard the integrity of the [Open Government Declaration](#) and mitigate reputational risks to OGP. The Response Policy is triggered when a letter of concern regarding a relevant situation in a participating OGP country is filed by a Steering Committee member, a multilateral partner, a Working Group co-anchor, or a civil society or media organization involved in OGP at the national or international level.

A pilot program was launched in 2015 and during the first year, the Response Policy was triggered on two occasions:

- ➔ **Azerbaijan:** On March 2, 2015, the OGP Steering Committee received a letter from Civicus, Publish What You Pay, and Article 19 regarding threats faced by civil society in Azerbaijan, and their effect on the OGP process. After an initial review of the claims made in the letter, the concern was upheld. The Steering Committee used the findings from the review to send recommendations to the government of Azerbaijan on how to address the concerns raised in the letter in their new National Action Plan. The implementation of these recommendations by the government of Azerbaijan will be evaluated in early 2016.
- ➔ **Hungary:** On July 8, 2015, the OGP Steering Committee received a letter from representatives of the Hungarian Civil Liberties Union, K-Monitor Watchdog for Public Funds, Transparency International Hungary, and the Sunlight Foundation. The letter addressed the deterioration of space for civil society in Hungary in recent years. A review into the claims made in the letter is due to be completed in February 2016.

In July, the Steering Committee agreed to extend the initial one-year Response Policy pilot. The responsible subcommittee is also looking into ways to further strengthen the policy, including on turnaround time for reviews and external communications.

Independent Reporting on Progress

Often referred to as the “teeth” of OGP, the Independent Reporting Mechanism (IRM) plays a critical role in promoting accountability for results and learning among OGP partners by ensuring that each commitment in every National Action Plan is assessed for ambition, relevance, and completion. The IRM does this by issuing regular, objective progress reports drafted by local researchers and peer-reviewed by the [International Experts Panel](#). Once complete, the reports are made public, with the goal of stimulating a dialogue on how to improve a country’s OGP performance.

The IRM hires and trains national researchers who are experts in their national context. 2015 was a year of many achievements for the IRM. There are now trained and active researchers gathering information on the OGP process and the implementation of Action Plan commitments in 63 countries. To keep up with the growing number of OGP countries, the International Experts Panel was expanded with the addition of five new members who will direct the overall function of the IRM in 2016.

REPORT PRODUCTION The IRM published 18 reports in 2015

Prior to 2014, there was some ambiguity in the OGP calendar, and governments published either one or two-year Action Plans. The IRM reviewed Action Plans after the first year in order to inform the development of the next Action Plan. These are referred to as Progress Reports.

In 2015 Progress Reports were issued on the Action Plans of some of the newest countries in OGP, as well as the eight founding governments.

In 2015 the IRM began reporting not only in the middle of the two-year Action Plan cycle, but also at the end. These briefer End of Term reports focus on final accountability for completing commitments. The IRM has begun production of End of Term Reports for Hungary, Finland and the Netherlands, which will be published in early 2016.

18 IRM
REPORTS
PUBLISHED
IN 2015



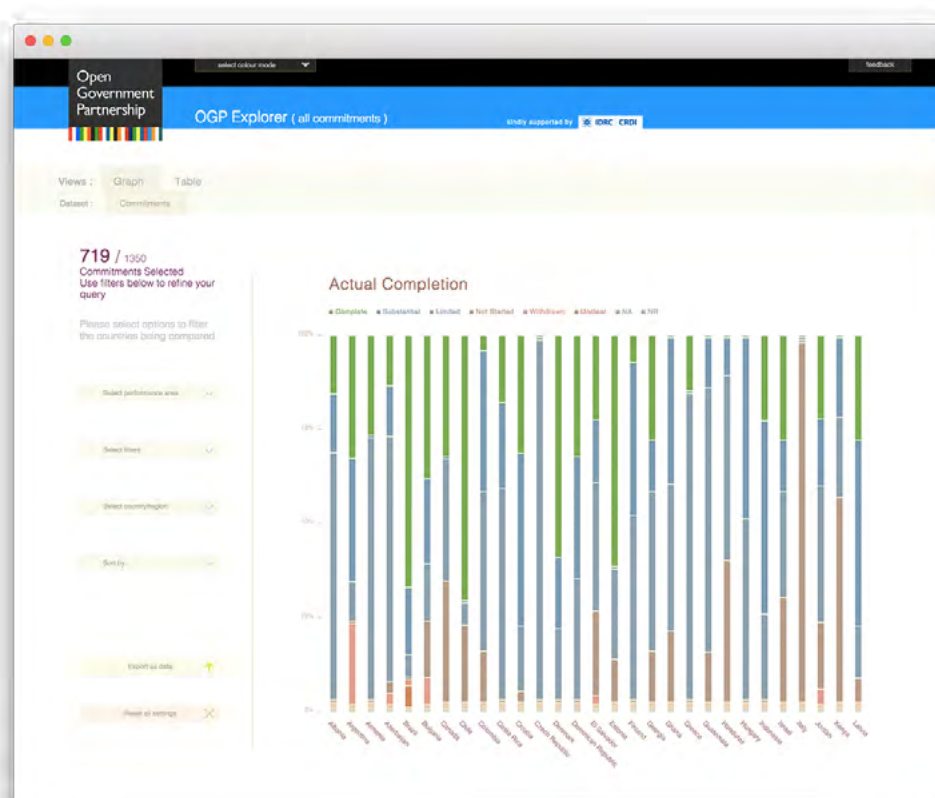
GROWING OUR RESEARCH In 2015 the IRM team focused its efforts on improving research methods. Here are a few highlights

→ **Starred commitments:** the IRM has intensified its efforts to identify exemplary commitments. In 2015, the IRM assigned stars only to those commitments that would significantly transform their policy area by opening government, no longer assigning stars to those that would make a moderate difference. A tighter process for identification of such commitments allows OGP stakeholders reading IRM reports to be able to more easily find them. While this means fewer stars overall, those commitments that get stars are reforms that OGP can be proud of.

→ **Improving readability:** with much of the basic method now in place, IRM researchers and staff have been able to devote more attention to simplifying presentation and improving the readability of the reports.

→ **Tracking outcomes:** the IRM is going beyond looking at whether governments implemented commitments by looking at whether government behavior and performance actually changed when commitments were implemented. This new information will be published in the 2016 End of Term Reports for the first time and will give insight into how OGP is changing business as usual.

→ **Tracking recommendations:** beginning in 2015, the IRM has been working to develop clearly trackable and measurable recommendations. This will give the IRM the capacity in future Action Plans to track how many governments respond to IRM recommendations.



[Click here for the OGP Explorer.](#)

PROMOTING AND COMMUNICATING IRM FINDINGS

In collaboration with the OGP Support Unit, the IRM team worked to support researchers in disseminating their country findings in order to improve countries' future Action Plans. In 2015, 88% of reports had formal launch activities, a 22% increase from 2014, with government ministers speaking at 25% of them.

DATA RELEASE, ANALYSIS AND SUPPORT FOR EXTERNAL RESEARCH

The IRM published data for all the 2015 reports on the OGP website and there has been a great increase in the number of requests for assistance analyzing this data and of papers published in the last year using the data. In addition to government and Steering Committee requests, papers have been written using IRM data on topics such as: [freedom of information reform](#), [fiscal transparency](#), [policy scope of](#)

[action plans](#), the [Sustainable Development Goals](#), and the [effectiveness of multistakeholder forums](#). The IRM encourages all interested parties to use its data, which is free and easily accessible on [our website](#) and easily visualizable on the [OGP Explorer](#).

The IRM's "Aligning Supply and Demand for Better Governance: Open Data in the Open Government Partnership" paper was presented at the 2015 International Open Data Conference. The authors, Sonia Khan and Joseph Foti, highlighted three areas for improving open data commitments in OGP National Action Plans: focusing open data commitments on governance, getting the governance structures right for open data, and focusing open data on critical sectors such as health and environment.

Subnational Pilot Program

Across the world, subnational governments are implementing some of the most innovative and practical applications of open government and public participation. Their activities have great potential to meet the daily needs of citizens. For this reason, in 2015 OGP decided to engage subnational governments by launching a [pilot program](#).

The participation of subnational governments in OGP was a major theme of the October [OGP Global Summit](#) in Mexico City. A well-attended plenary session with civil society leaders alongside mayors from Mexico City, Tshwane (South Africa) and Tirana (Albania), the deputy mayor of Paris and a former mayor of Washington, D.C. focused on the role OGP can play in subnational government reform. There were also a number of very successful smaller workshops and discussions on the topic.

Prior to the summit, the Steering Committee agreed a two-year pilot program for subnational governments. In December OGP launched a [call for expressions of interest](#) from potential participants.

THE OGP SUBNATIONAL PILOT PROGRAM IS DESIGNED TO MEET A NUMBER OF OBJECTIVES

- **1** Foster more diverse political leadership and commitment to OGP from different levels of government.
- **2** Hold governments accountable at the local level, where many citizens are directly accessing services and information.
- **3** Learn how OGP can best support subnational governments in becoming more open, accountable and responsive to their citizens, and determine the best structure for subnational participation in OGP.
- **4** Discover and promote new and innovative open government techniques and practices emerging at the subnational level around the world.
- **5** Create practical opportunities for subnational governments to learn from each other, share experiences, and build upon the open government work of their counterparts.
- **6** Support and empower subnational government reformers with technical expertise and inspiration, and create the right conditions and incentives for them to make concrete commitments to open government.
- **7** Broaden and deepen participation of civil society organizations in OGP.

Evidence-Based Learning

After four years and 2,250 commitments, OGP is now well positioned to demonstrate the effectiveness of its model in generating ambitious open government reforms in participating countries. OGP's [research agenda](#) describes what we know, and need to know, to ensure the OGP model is producing ambitious, tangible results.

In 2015 OGP worked with research partners, including Global Integrity, U4 Anti-Corruption Resource Centre and Princeton, to gather information about how well countries are meeting OGP process requirements and implementing their National Action Plans. The research helped us better understand key [trends](#) and [patterns](#) in compliance with OGP processes and implementation of commitments. A number of qualitative [case studies](#) were also completed, which attempt to understand changes in behaviors, relationships, and actions of senior political leaders, mid-level government reformers and civil society actors to [explain the success rates](#) of [OGP commitments](#).

To make sure these efforts to assess OGP's impact in the short and long term come together, OGP invested significant effort in a monitoring and evaluation plan in 2015. In the short term, there are indicators to track OGP's progress towards its [four strategic objectives](#). In the long term, the indicators will track expected ultimate outcomes should the strategic objectives be successfully implemented. Monitoring and evaluation have become an integral part of OGP's culture of learning, reflection and adjustment. In the future, OGP plans to commission a midterm learning review that will allow us to better understand the impact of the first two years of the OGP four-year strategy.

This body of research forms an excellent learning resource for government officials and

civil society actors working in OGP, and enables OGP to form a better understanding of where and how its interventions are leading to positive outcomes. In the future, OGP will invest more

time and resources in understanding the long-term impact of open government commitments and OGP's contribution to creating real changes that improve the lives of people around the world.

IDRC

For civil society to be strong and effective at the national level, organizations need to learn from each other and have the right tools and research at their disposal. The Civil Society Engagement team initiates research, and develops and shares tools, resources, and experiences across countries. Support from the International Development Research Centre (IDRC) made much of the following work in 2015 possible:

→ The OGP Explorer, launched in May at the 2015 International Open Data Conference, provides the OGP community easy access to, and visualization of, the wealth of data that OGP has collected. For civil society, it is a great advocacy tool. At the Global Summit, an updated version was released with an improved user interface and a lot more data on how countries are doing.

→ The report "From Informing to Empowering – Improving Government-Civil Society Interactions Within OGP" (full report/policy brief) critically assesses how governments have interacted with civil society within the OGP process so far. It provides in-depth analysis and recommendations, captures lessons on government and civil society engagement through an overview of all OGP participating countries and in-depth case studies on nine OGP countries. Recommendations include pushing for better and more inclusive Permanent Dialogue Mechanisms, and revisiting the consultation guidelines that guide the interaction between government and civil society.

→ In August 2015, the OGP CSE team launched a call for proposals for six mini-grants to fund research on cross-thematic or cross-country trends within OGP. Over 55 proposals were received, on a range of topics including natural-resource extraction, participatory budgeting, access to justice, and explorations of why OGP succeeds in certain countries and doesn't do as well in others. Six papers were selected to receive the grant, of which the three best papers were presented as lightning talks at the 2015 OGP Global Summit in Mexico.

Communicating the OGP Story



OGP Staff at the Global Summit,
September 2015

In 2015, the OGP Support Unit replaced the international public relations firm that had been running outreach with an in-house communications team. To best meet the communications objectives outlined in the [four-year strategy](#), the OGP Support Unit looked for media professionals with a solid background in open government issues, and was able to hire a communications director in March and a communications officer in late October. Early projects included issuing [branding guidelines](#), relaunching the [OGP newsletter](#), and working together with the Civil Society Engagement, IRM and Government Support and Peer Exchange teams to create informational brochures. In addition, the team enjoyed the creative challenge of promoting the OGP Explorer with a series of video teasers, which received great pick-up on social media.

The major communications undertaking of 2015 was the October OGP Global Summit in Mexico. The communications team began working closely with the social media experts in the office of the President of Mexico in August to ensure that the OGP community was kept up to date on the latest summit developments. The team also worked closely

with the [Huffington Post on an OGP Global Summit special series](#) that included blogs by high-level individuals, including two presidents.

The summit also provided a grand backdrop for the OGP Awards, which are a wonderful way to bring to life the impact open government can have on people's lives. This year's seven winners were all invited to Mexico to present [summaries](#) of their initiatives, some of which made headline news in their home countries.

The communications team closed the year working with the IRM team to develop communications tool kits for researchers to use at national-level launches, and with the CSE team on a series of informational videos for broadcast in 2016. A priority in the coming year will be to generate greater media interest in National Action Plan launches, IRM reports and other significant OGP developments around the world.

OGP Financials in 2015

In 2015, 28% of OGP's US\$5.45 million came from contributions by governments, 16% from bilateral organizations and 56% from foundations. As of January 1, 2015, the OGP Steering Committee implemented a [policy](#) requiring all governments to contribute to the Support Unit's annual budget in order to carry out its programs and services to OGP countries.

Private Donors

Ford Foundation
Hewlett Foundation
Hivos
Omidyar Network
Open Society Foundations
International Development Research Centre (through Hivos)

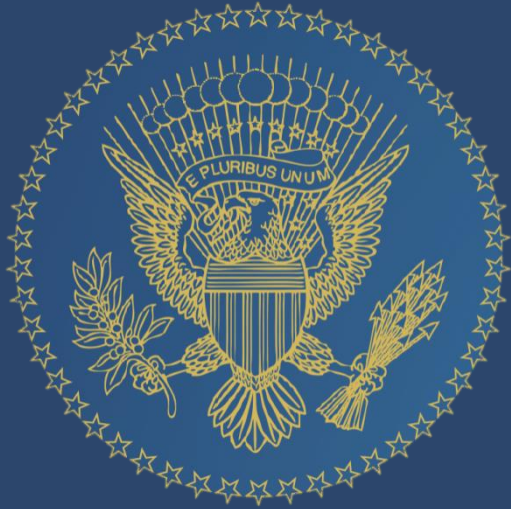
Governments

To see a full list of governments, [click here](#).

Bilateral Aid Agencies

Department for International Development (UK)
US Agency for International Development (USA)
Foreign and Commonwealth Office (UK)

To see a full list of contributions click [here](#).



THE OPEN GOVERNMENT PARTNERSHIP

THIRD OPEN GOVERNMENT
NATIONAL ACTION PLAN FOR
THE UNITED STATES OF AMERICA

October 27, 2015

Introduction

Open government has long been a cornerstone of democracy in the United States. Principles of transparency and an accountable, responsive government are embedded in Federal law and the U.S. Constitution, and the United States was one of the first countries in the world to adopt an access to information law — the 1966 Freedom of Information Act. Building on this longstanding tradition, President Obama early in his Administration launched the Open Government Initiative that has catalyzed significant steps to open up the Federal government, make government more efficient, and provide citizens with unprecedented access to government information. The United States reached another important open government milestone in 2014 when President Obama signed legislation passed unanimously by the U.S. Congress, requiring Federal agencies to publish their spending data according to clear standards that will help improve the quality of government information, help inform government decisions, and make government work more efficiently for the American people.

As a founding member of the Open Government Partnership (OGP), the United States has worked both domestically and internationally to promote transparency, empower citizens, fight corruption, and transform the way the Federal government serves and engages with the American people. The Obama Administration published the [first U.S. Open Government National Action Plan](#) (NAP) in 2011, with 26 commitments that have increased public integrity, enhanced public access to information, improved management of public resources, and given the public a more active voice in the U.S. Government's policymaking process. In 2013, the Administration released the [second U.S. Open Government National Action Plan](#), announcing 23 new or expanded open government commitments. In 2014, the Administration [added](#) three additional commitments to the second NAP and further expanded one existing commitment, bringing the total for that plan to 26.

The Administration is now issuing the third U.S. Open Government National Action Plan, which includes a wide range of actions the Administration will take over coming months to strengthen, deepen, and expand upon U.S. efforts to date. In putting together the third NAP, the United States engaged in unprecedented consultations inside and outside of government, including with a broad range of U.S. departments and agencies and subnational governments as well as the general public, civil society groups, foundations, academia, and the private sector. Consultations on the third NAP began with a collaborative workshop with government agencies and civil society organizations and included small and large-scale meetings to discuss and refine the commitments in this document. The Administration also sought input via the White House's [Open Government blog](#) and other interactive online platforms. Civil society has provided valuable feedback throughout the implementation of both the first and second NAPs through regular progress reports and a model action plan that informed many of the commitments in this third NAP.

The work of open government is never complete, and this report includes a subset of the full spectrum of ambitious efforts underway to promote transparency and accountability in government. As work to deepen and expand open government continues, the United States will continue to view this NAP as a work in progress and look for opportunities to further expand and deepen the below commitments, and will remain committed to engaging with civil society stakeholders to build a more open government.

U.S. National Action Plan Initiatives

Creating a more open government requires a sustained commitment by public officials and employees at all levels of government; it also requires an informed and engaged citizenry. These new open government commitments build on previous commitments and expand into new areas of open government. They cut across a broad spectrum of government activity and seek to promote the principles of transparency, openness, accountability, and improved and more efficient public services.

Open Government to Improve Public Services

1. Reconstitute USA.gov as the Front Door to the U.S. Government

For a government to truly be open, the public must be able to find information about government activities and services. Established by the e-Government Act of 2002 as the official web portal of the U.S. Government, [USA.gov](https://www.usa.gov) has a long history of connecting millions of citizens to the government information and services they need. Recently re-launched to be more responsive to users, USA.gov has become a more efficient and adaptive publishing platform for Federal, state, and local governments. Going forward, the General Services Administration will implement additional user-centered enhancements, including delivering enhanced content, and will work with agencies to help the public identify and receive services they need based on their own goals rather than government structure.

2. Increase Accessibility of Government Information Online

Developing and adopting accessible, universally-designed programs and websites is critical to making sure every American has access to public services. Additionally, Section 508 of the Rehabilitation Act requires that people with disabilities have access to and use of information and data that is comparable to the access and use by people without disabilities. The U.S. Access Board promulgates the Section 508 standards that specify what is required by Section 508 for websites. To increase accessibility of government information online, the United States will:

- **Implement and Improve Upon the U.S. Web Design Standards.** In September 2015, the U.S. Digital Service launched a [set of design patterns and tools](#) as best practices to improve design of the hundreds of websites across dozens of agencies to provide consistent, visually appealing, and easy-to-use government websites that are compliant with Federal disability access requirements. Focusing on the user experience, the U.S. Digital Service worked with an interagency team to create a common visual style that is applicable across a broad range of government platforms. The team will use open platforms to work to improve upon the design standards, making regular releases in the coming months.
- **Review and Report Accessibility Compliance of Federal Websites.** By creating and implementing software code that can assist in evaluating the accessibility of websites across the government, the United States will increase the government's ability to assess accessibility of Federal information for citizen consumers and Federal workers with disabilities. The General Services Administration will expand the transparent reporting platform pulse.cio.gov to measure performance of all Federal web domains against web policy requirements and industry best practices, while connecting domain owners to information and resources to better ensure that their sites comply with the requirements of Section 508.

- **Develop Limited-English-Proficiency Policies and Programs.** The United States will ensure that public-facing programs and activities, including recipients of Federal financial assistance through the General Services Administration, have policies and practices in place to provide meaningful access to limited-English-proficient individuals. The General Services Administration will conduct outreach and training efforts with its employees and recipients of Federal assistance to inform these policies and programs.

3. Expand Access to Educational Resources through Open Licensing and Technology

Open educational resources are an investment in sustainable human development; they have the potential to increase access to high-quality education and reduce the cost of educational opportunities around the world. Open educational resources can expand access to key educational materials, enabling the domestic and international communities to attain skills and more easily access meaningful learning opportunities. The United States has worked collaboratively with domestic and international civil society stakeholders to encourage open education initiatives. Building on that momentum, the United States will openly license more Federal grant-supported education materials and resources, making them widely and freely available. In addition to convening stakeholders to encourage further open education efforts, the United States will publish best practices and tools for agencies interested in developing grant-supported open licensing projects, detailing how they can integrate open licensing into projects from technical and legal perspectives.

4. Launch a Process to Create a Consolidated Public Listing of Every Address in the United States

Although address information for residential and commercial properties is collected across the United States by all levels of government and industry, it isn't currently compiled in an open, easily accessible format. Additionally, much of the information collected at the Federal level is prohibited from public release due to various privacy laws. This non-private address information can be crucial to first responders and emergency service providers and can also be useful to innovators who might use it to build tools or launch services to improve communities. The Department of Transportation will begin coordinating across the public and private sector; connecting agencies, industry and innovators to gain consensus on an open standard for public address information; pursuing open data strategies for sharing certain address information — excluding names and other private information; and exploring uses of this information that drive innovation and inform the public.

5. Help Students Make Informed Decisions About Higher Education.

Completing higher education can provide huge benefits to students that last throughout their lives. Compared to those with a high school diploma, college graduates earn \$1 million more over their lifetimes and have an easier time finding a job. Research shows that when students have better information they make better choices about their education. To arm prospective students and their families with better information on college costs and quality, the Administration launched the new [College Scorecard](#), providing comprehensive data on costs and student outcomes at nearly all U.S. post-secondary institutions that is also [available](#) through an application programming interface (API) to increase the ways that the public can get access to and interact with the information. The Department of Education will continue testing the Scorecard with students and counselors to optimize features and capabilities, release annual updates to the data, form technical review panels to explore how to strengthen data collection and use, and create new capabilities with the open API to better serve all users, from those choosing colleges to those working to improve college quality.

6. Make it Easier for Individuals to Access Their Own Information

In addition to providing protections for Federal information, including information about individuals, the government has certain obligations to give individuals the ability to review information about themselves that the government has collected. When members of the public seek information about themselves from government agencies, they traditionally submit signed statements to authenticate that they are legitimate requesters. However, as agencies move toward digitization, new approaches can digitally authenticate individuals requesting information. To improve the public's ability to request and access information about themselves, the Administration will explore new authentication tools to enhance protection of individual privacy while providing individuals with information about themselves. An interagency team including the Office of Management and Budget, the General Services Administration, and the National Institute of Standards and Technology in the Department of Commerce will work to develop new authentication tools to protect individual privacy and ensure that personal records go only to the intended recipients.

7. Support Open311 to Enhance Transparency and Participation

Open311 is a transparent, participatory way for governments to deliver services to citizens. Its name comes from the commonly used 311 phone number that residents can dial in some cities to report non-emergency complaints or request services. Open311 is a shared open platform that can be integrated either online through a city's website or via a smartphone application. It allows citizens to find government services and report problems in the open, providing a simple and consistent way to contact government and get something fixed. To reduce the burden of navigating the separation between local and Federal government, the USA.gov Contact Center at the General Services Administration will use Open311 to expand avenues for public participation and provide more transparency in government service delivery across both local and Federal governments. More than a dozen cities have already adopted Open311 and additional cities are committing to implement it including San Diego, Philadelphia, and New York City.

8. Empower Americans and Improve Health with Data-Driven Precision Medicine

The President's Precision Medicine Initiative (PMI) seeks to enable a new era of medicine through research, technology, and policies that empower patients, researchers, and providers to work together toward development of individualized care, and ultimately help improve public health outcomes. PMI is a cross-governmental effort driven by the White House, the Department of Health and Human Services, the Department of Veterans Affairs, and the Department of Defense. Under PMI, the United States commits to building a volunteer research cohort of more than one million participants who are centrally involved in the design and implementation of the cohort, and to link genomic data, biological samples, data from mobile devices, and lifestyle data with clinical data from electronic health records. The Administration will also promote "direct-from-participant" functionality allowing patients to directly access and donate their health data for research. A priority under PMI is to ensure inclusion of low-income and underserved populations that have traditionally been underrepresented in scientific research — both improving the quality of research and ensuring that existing health disparities are not exacerbated.

9. Increase Access to Workforce Data to Promote Employment

The U.S. government spends billions of dollars each year to support many different groups in finding pathways to employment — from veterans to disconnected youth to the unemployed. Until now, however, there has been no easy way for American job seekers, employers, and Federal agencies to get a full picture of the workforce ecosystem to understand challenges and opportunities for these initiatives, as well as to create more effective programs. Through the Workforce Data Initiative, the Administration will increase interoperability of and access

to the workforce data ecosystem, establishing a new baseline from which a new generation of workforce innovation can develop. To achieve this, the United States will focus on improving the Occupational Information Network by defining a schema that establishes interoperability among training, skill, job, and wage listings across the Internet and working with search providers and aggregators to build application programming interfaces to index and make available that same data.

10. Promote Evidence-Based Policy for More Effective Service Delivery

Using evidence and concrete data to evaluate government programs and policies can improve public service delivery at all levels of government. In July 2015, the Administration launched an interagency evidence-based policymaking group to promote more effective government service delivery and better results for families and communities in need. The group will work with agencies to build capacity to make better use of evidence and to make more transparent decisions about service delivery programs. The group will catalyze specific actions across Federal agencies that are designed to advance the use of evidence in decision-making and strengthen the use of data and evidence to develop and implement more impactful service delivery programs.

11. Expand Use of the Federal Infrastructure Permitting Dashboard

In September 2015, the Office of Management and Budget and Council on Environmental Quality issued [guidance](#) directing the 11 Federal agencies that play a significant role in the permitting, review, funding, and development of large-scale infrastructure projects to begin developing coordinated project review schedules and posting them publicly on the [Federal Infrastructure Permitting Dashboard](#) by 2016. Expanding use of the Dashboard to infrastructure projects involving complex permitting processes and significant environmental effects will improve communication with project applicants and sponsors, increase interagency coordination, and increase the transparency and accountability of the Federal permitting and environmental review process.

12. Consolidate Import and Export Systems to Promote the Economic Competitiveness of U.S. Businesses

The Administration will launch a consolidated single-window platform to streamline and speed import and export transactions, increasing economic efficiencies and effectiveness. Using the single window, industry trading partners will be able to file required information only once, replacing the current system of manual, paper-based submissions made multiple times to multiple agencies. The Department of Homeland Security is leading development and implementation of the single window according to global standards and best practices designed to facilitate the exchange of information across government systems, including with businesses and foreign governments.

Access to Information

1. Improve Management of Government Records

The backbone of a transparent and accountable government is strong records management. Modernization of records management improves performance and promotes openness and accountability by better documenting the actions and decisions of the Federal government. The Managing Government Records Directive requires agencies to manage all of their email in electronic form by the end of 2016. To support these requirements and expand upon them, the United States will:

- **Increase Transparency in Managing Email.** The National Archives and Records Administration will release a public dataset of positions of government officials whose email will come to the National

Archives for permanent preservation under the [Capstone](#) approach. This dataset will increase transparency and accountability in the recordkeeping process, while facilitating public participation in the ongoing dialogue over records that document key actions, policies, and decisions of the Federal government.

- **Report on Agency Progress in Managing Email.** The National Archives will also introduce targeted questions regarding email management to agencies through new and existing reporting mechanisms, and will report publicly on agencies' progress, allowing stakeholders to track progress on agencies' email management efforts.
- **Improve the Records Control Schedule Repository.** The National Archives currently posts information about recordkeeping time frames in a records control schedule repository. The Archives will seek feedback from civil society to improve access to the data contained within this repository.

2. Modernize Implementation of the Freedom of Information Act

As the Freedom of Information Act (FOIA) approaches its 50th anniversary in 2016, the Administration will continue to build on its commitment to improve the implementation of FOIA to increase efficiency and effectiveness for Federal government employees charged with carrying out the law and for customers who use the law to access information about government activities. To further this work, the Administration will:

- **Expand the Services Offered on FOIA.gov.** The Administration will harness technology to improve the services offered on [FOIA.gov](#). Building upon the commitment from the second NAP to launch a consolidated online FOIA service, the Department of Justice will collaborate with agencies, seek public input, review existing technologies such as [FOIAonline](#), and leverage technological tools to expand on the existing FOIA.gov. Additional new features will also be explored, including a guided request tool, online tracking of request status, simplified reporting methods for agencies, improved FOIA contact information, and tools that will enhance the public's ability to locate already posted information.
- **Improve Agency Proactive Disclosures by Posting FOIA-Released Records Online.** The Department of Justice will lead a pilot program with seven agencies to test the feasibility of posting FOIA-released records online so that they are available to the public. The pilot will seek to answer important questions including costs associated with such a policy, effect on staff time required to process requests, effect on interactions with government stakeholders, and the justification for exceptions to such a policy, such as for personal privacy. As part of the pilot, the Department of Justice will get input from civil society stakeholders, including requesters and journalists. Upon completion of the pilot, the Justice Department will make the results available to the public.
- **Improve Agency FOIA Websites.** The Administration will issue guidance and create best practices for agency FOIA web pages, including developing a template for key elements to encourage all agencies to update their FOIA websites to be consistent, informative, and user-friendly.
- **Increase Understanding of FOIA.** The National Archives will develop tools to teach students about FOIA, drawing upon real-world examples to foster democracy and explain how the public can use FOIA to learn more about the government's actions. The National Archives will seek partnerships with outside educational and library organizations to create and promote standards-compatible curriculum resources

that teachers can use in government, history, or civics classes. All developed resources will be posted online.

- **Proactively Release Nonprofit Tax Filings.** Tax filings for nonprofit organizations contain data that is legally required to be publicly released. Accessing the filings generally requires a request from the public, which can include a FOIA request, and results in more than 40 million pages provided in a non-machine-readable format. The Internal Revenue Service will launch a new process that will remove personally identifiable information before releasing the public information within electronically filed nonprofit tax filings. The electronically filed tax filings will be released as open, machine-readable data, allowing the public to review the finances and other information of more than 340,000 American nonprofit and charitable organizations.

3. Streamline the Declassification Process

While national security interests require that certain information be protected as classified, democratic principles require government to be transparent, wherever possible, about its activities. Declassification is a time-consuming and costly process that often involves manual review of records. In order to identify processes and tools to help automate and streamline declassification, the Administration will:

- **Develop a Plan to Implement Technological Tools to Help Automate Declassification Review.** The interagency Classification Reform Committee will develop a plan to expand the use of technological tools that were piloted by the Central Intelligence Agency and the National Archives to help automate declassification review.
- **Pilot the Use of a Topic-Based Interagency Declassification Guide.** When reviewing documents for declassification, multiple agencies may have had a stake in the creation and classification of those documents, and ordinarily each must review them prior to declassification. The Classification Reform Committee will work with agencies to pilot a declassification guide based on a topic or event in order to enable trained interagency staff to review this information where it resides, rather than referring the classified information to multiple agencies, avoiding the sometimes lengthy interagency review process.
- **Establish a Special Systematic Declassification Review Program.** The National Declassification Center at the National Archives will implement a special systematic declassification review program for previously reviewed and exempted historical Federal records that were accessioned to the National Archives and reviewed prior to the creation of the National Declassification Center in 2010.
- **Declassify Historical Intelligence Records in the Public Interest.** The Central Intelligence Agency will lead an interagency project to declassify no-longer-sensitive Presidential Daily Briefs from the Nixon and Ford administrations. Working with Intelligence Community agencies and the Classification Reform Committee, the Central Intelligence Agency will manage a line-by-line review of these important historical documents and post them online in machine-readable formats.

4. Implement the Controlled Unclassified Information Program

The National Archives will continue implementation of an open and unified program for managing unclassified information that requires safeguarding or dissemination controls that are consistent with law, regulations, and government-wide policies, which is known as Controlled Unclassified Information (CUI). The National Archives

will issue implementation guidance, establish phased implementation schedules, and publish an enhanced CUI Registry that designates what information falls under the program. In addition, the National Archives will work with the Federal Acquisition Regulatory Council to propose a Federal Acquisition Regulation rule to apply the requirements of the CUI program to contractors, grantees, and licensees.

5. Improve Transparency of Privacy Programs and Practices

Federal information must be protected, and the protection of privacy is of utmost importance. The Administration, led by the Office of Management and Budget, will revise certain guidance on Federal agencies' responsibilities for protecting personally identifiable information. The revised guidance will include principles that agencies should use to promote fair information practices, such as transparency and accountability. The guidance will also emphasize the importance of using privacy impact assessments to analyze how agencies handle personally identifiable information and ensure that agency processes conform to all applicable privacy requirements. In addition, revised guidance will direct agencies to take a coordinated approach to information security and privacy, including requiring agencies to develop and maintain a continuous monitoring strategy to ensure that privacy and security controls are functioning properly.

6. Enhance Transparency of Federal Use of Investigative Technologies

As law enforcement and homeland security agencies have harnessed the use of new technologies, such as unmanned aircraft systems, the Administration has recognized that these technologies — which have proven to be safe and low-cost alternatives to traditional methods for criminal investigation, identification, and apprehension — must be used in a manner that protects the privacy and civil liberties of the public. Consistent with the goals of the President's February 2015 [memorandum](#), law enforcement agencies are encouraged to develop and make publicly available a privacy analysis for advanced technologies and undertake periodic privacy review of their use.

7. Increase Transparency of the Intelligence Community

Building on steps the Administration has taken to reform U.S. signals intelligence activities, the Administration will increase its efforts to make information regarding foreign intelligence activities more publicly available, while continuing to protect such information when disclosure could harm national security. In 2015, the Director of National Intelligence issued Principles of Intelligence Transparency for the Intelligence Community to enhance public understanding of the intelligence community by making information available through authorized channels. The principles also emphasize the importance of intelligence officials diligently exercising both their classification and declassification responsibilities. Furthering these commitments, the United States will:

- **Publish an Open Government Plan for the Intelligence Community.** The Office of the Director of National Intelligence will publish an Open Government Plan for the Intelligence Community. Among other efforts, the plan will call on the Intelligence Community agencies to describe their governance frameworks in readily understandable terms, supported with appropriate releases of corresponding legal and policy documents; develop and apply criteria for identifying other information about the Intelligence Community that can be feasibly released to enhance public understanding; and establish an Intelligence Community transparency council consisting of officials responsible for coordinating agency transparency efforts.
- **Expand and Improve Public Electronic Access to Information About the Intelligence Community.** The Office of the Director of National Intelligence will establish [Intelligence.gov](#) as the primary portal for the

intelligence community's public information. Intelligence.gov will provide a single venue to present information from across the intelligence community, including plain language descriptions of its mission, activities and governance framework, and links to other relevant intelligence community websites.

- **Develop a Structure for Engagement with Civil Society.** The Intelligence Community will hold regular meetings with civil society to better inform transparency efforts in light of the Intelligence Community's mission, responsibilities, priorities, and challenges. In addition, the Office of the Director of National Intelligence will lead a process to identify and update applicable processes and guidelines so that the use of social media can become fully integrated in each intelligence community agency's public communications efforts.
- **Reinforce the Principle that the Intelligence Community Workforce Can and Should Raise Concerns through Appropriate Mechanisms.** The Intelligence Community will enhance efforts to ensure that its workforce understands how to use authorized channels for submitting workforce concerns about potential misconduct. In addition, the Civil Liberties and Privacy Office of the Office of the Director of National Intelligence will leverage the National Intelligence Award program to recognize outstanding achievement by an intelligence professional in effectuating change through conduct that exemplifies the professional ethics principles of speaking truth to power or reporting misconduct through authorized channels.

8. Advance Open Science through Increased Public Access to Data, Research, and Technologies

By providing access to government-funded scientific information and data, Federal agencies leverage scientific investments while catalyzing American innovation and novel applications for business and entrepreneurship. Federal agencies can also take steps to make the research they support more open. In September 2015, the Office of Science and Technology Policy [encouraged](#) Federal science agencies, in designing citizen science and crowdsourcing projects, to take steps to ensure that datasets, code, applications, and technologies generated by such projects are transparent, open, and freely available to the public. To continue momentum and collaborations for open science, the Office of Science and Technology Policy will:

- **Increase Public Access to Results of Federally Funded Scientific Research.** In 2013, the Office of Science and Technology Policy [directed](#) Federal science agencies to develop plans to increase access to the results of unclassified research supported wholly or in part by Federal funding. The public's ability to search, retrieve, and analyze both scientific publications and research data leverages Federal investments and provides new opportunities for scientific advancement and economic growth. The Office of Science and Technology Policy will work to ensure that all Federal agencies that spend more than \$100 million per year on research and development finalize plans and implement policies and programs to make scientific publications and digital data resulting from Federally funded research accessible to and usable by scientists, entrepreneurs, educators, students, and the general public.
- **Encourage Increased Public Participation in Open Science Using Low-cost Scientific Instruments.** One step that the Federal government could take to increase participation in citizen science and crowdsourcing is to develop hardware and software tools that are affordable, easy to use, and easy to improve. The Administration will kick off an interagency dialogue to identify best practices for how the Federal government can foster the development of low-cost scientific instrumentation and work with stakeholders through workshops and ideation challenges to identify opportunities for getting them into

the hands of volunteers, such as air-quality monitors or wearables for monitoring personal health. Using these low-cost scientific instruments, volunteers can contribute their expertise to help advance a variety of scientific and societal goals

9. Open Data to the Public

Data must be accessible, discoverable, and usable to have the desired impact of increasing transparency and improving public service delivery. The United States continues to promote open data best practices, connect experts through working groups and roundtables, and produce resources for both agencies and the public. The first and second NAPs included commitments to make government data more accessible and useful to the public. To build upon these successes as well as launch new initiatives to help fulfill open data's potential, the United States will:

- **Develop National Open Data Guidelines.** The Director of the Office of Management and Budget and the U.S. Chief Technology Officer will work with Data.gov, the Federal Open Data working group, representatives from Federal, state, and local governments, and civil society stakeholders to create Open Data National Guidelines on key issues for Federal open data.
- **Promote Public Feedback Tools to Facilitate the Release of Open Data.** The U.S. [Open Data Policy](#) directs agencies to engage with data users to prioritize release of open government data, and agencies approach this requirement in a variety of ways. The Office of Management and Budget and the General Services Administration will work with Federal agencies to promote consistent, customer-friendly feedback mechanisms on opening new datasets and improving existing datasets.

10. Increase Transparency of Trade Policy and Negotiations

In September 2015, the Administration appointed a Chief Transparency Officer in the Office of the United States Trade Representative who will take concrete steps to increase transparency in trade negotiations, engage with the public, and consult with Congress on transparency policy. This work builds on previous steps to increase stakeholder engagement with trade negotiators, expand participation in trade advisory committees, and publish more trade information online. To further increase public access to U.S. trade policy and negotiations, the Office of the United States Trade Representative will also continue to promote transparency and public access to international trade disputes in the World Trade Organization and under regional trade agreements, and encourage other countries to similarly increase transparency in this regard. The Office of the United States Trade Representative will also continue to encourage posting video of trade dispute hearings to give the public insight into these processes.

11. Develop a Machine Readable Government Organizational Chart

The United States Government Manual, published by the National Archives, has provided access to agency organizational information and charts since the 1940s. To facilitate access to government agencies, the General Services Administration will work with the National Archives' Office of the Federal Register to capture agencies' organizational directories as machine-readable raw data in a consistent format across the U.S. Federal government. Documentation for this format will be made available so that other government bodies, including local governments, can also publish their office names, organizational structure, and contact information as standardized open data. Making this data public and consistently available across the Federal government will help the public to find the offices and officials that serve them in a simple and straightforward manner.

Public Participation

1. Raise the Voice of Citizens through Improved Public Participation in Government

The creativity and energy of the American people have a critical role to play in helping to tackle the greatest challenges facing our nation today. The Administration recognized this by launching and expanding new opportunities for public participation in government. In furtherance of public participation in government, the United States will:

- **Increase Responsiveness and Encourage Reuse of *We the People*.** The [We the People](#) petitions platform gives Americans a direct line to the White House to raise issues and voice concerns. The Administration commits to leading a more responsive petitions process and will strive to respond to petitions that meet the signature threshold with an update or policy statement within 60 days of meeting the threshold wherever possible. A dedicated White House team will take petitions that get enough support to the appropriate policy experts for their review and to issue an official response. The *We the People* team will also open the software code behind the platform to allow outside collaborators to more easily collect and contribute signatures from third-party platforms and to reuse the software code to adapt the petitions site for their own uses.
- **Improve and Report on Implementation of the U.S. Public Participation Playbook.** In 2015, the Administration launched the [U.S. Public Participation Playbook](#), a template providing best practices, resources, and performance metrics to encourage public participation in government decision-making. The United States will update and improve the U.S. Public Participation Playbook based on feedback from agencies, civil society, and the public, and begin publicly sharing how the playbook's resources are implemented in order to improve public participation in government.
- **Expand Civil Society Participation in Open Government Efforts.** Open Government efforts including National Action Plans are stronger and more effective when governments work alongside civil society to develop and implement them. The United States will continue expanding opportunities for government agencies to engage with civil society online and in person to create new commitments and to seek input and feedback throughout implementation processes. The Administration will also strive to include members and sectors of civil society and the public who have not previously been engaged in this work.
- **Encourage Public Participation in Policymaking.** Providing opportunities for citizens to participate in government policymaking processes allows diverse stakeholders to contribute to decision-making, leading to more meaningful and effective policies. Several agencies, including the Office of Management and Budget, the Department of the Treasury, the Department of Justice, and the National Aeronautics and Space Administration, successfully engage with and obtain views from stakeholders outside of government during the policymaking process. The Office of Management and Budget will share with U.S. agencies its processes for soliciting informal public comments on proposed policies and will assist interested agencies in implementing this approach.

2. Expand Public Participation in the Development of Regulations

Public participation in Federal rulemaking is important, providing individuals who are affected by Federal regulations with an opportunity to comment and have their voices heard. Rulemaking covers the full spectrum

of public policy issues, including energy, education, homeland security, agriculture, food safety, environmental protection, health care, tax administration, and transportation safety. In order to make regulations easier to read and navigate, the Administration will expand the open source [pilot](#) developed by the Consumer Financial Protection Bureau to additional agencies. By leveraging the Regulations.gov website, application programming interfaces, and the Federal Docket Management System, the Administration will develop and pilot applications to make commenting on proposed rulemakings easier and will find ways to promote commenting opportunities.

3. Engage the Public on our Nation's Greatest Challenges

Creating a more open government and successfully addressing our nation's greatest challenges requires the active participation of an informed and active citizenry representing all sectors of society. Facilitating the participation of a broader range of stakeholders through new avenues can help leverage fresh perspectives and empowers communities to help solve problems. By enabling and scaling the use of open innovation methods, including through challenges, citizen science, and crowdsourcing, the United States will harness the ingenuity of the public to accelerate innovation across government and improve the efficiency and effectiveness of government, including through commitments to:

- **Increase the Impact of Open Innovation Activities.** Over the last five years, as agencies have used and designed open innovation programs more effectively, such programs have become more ambitious in design, making a greater impact across sectors. Some examples include the Department of Health and Human Services, which will expand the Climate and Health Innovation Challenge Series, a public-private partnership launched in June 2015 to build awareness, knowledge, and action at the intersection of climate change and human health. In addition, the Environmental Protection Agency will expand the use of citizen science approaches in environmental research by engaging amateur beekeepers to provide data to better understand the effects of environmental stressors and by engaging citizen scientists in research on harmful algal blooms using smartphone microscopy. The U.S. Geological Survey will roll out Science Cache, a web and mobile-based app for engaging the public in citizen science projects, such as finding huckleberry plants in Glacier National Park and taking pictures and recording data to inform research on climate change impacts. The National Archives will expand its citizen archivist program that makes records more accessible online to include citizen-scanning of Federal records in the agency's new Innovation Hub.
- **Redesign Challenge.gov as a Platform.** [Challenge.gov](#) is the government's website that catalogues opportunities for the public to provide solutions to issues that government is working to address such as providing better access to services for veterans and empowering women and families. In 2016, the United States will launch a new version of [Challenge.gov](#) to make it easier for the public to discover, understand, and participate in prizes and challenges. The General Services Administration will also release an open source version of Challenge.gov to enable implementation by governments around the world to improve citizen engagement, encourage entrepreneurship, and develop breakthrough solutions to meet national needs.
- **Coordinate Open Innovation Opportunities Across Government.** Federal agencies will catalog their current open innovation activities including prizes, challenges, citizen science, and crowdsourcing activities. Agencies will list all prizes and challenges on [Challenge.gov](#). In addition, the General Services Administration will create a new project database that lists citizen science and crowdsourcing projects

from across government. To continue to build the evidence base for open innovation, agencies will contribute metrics-driven case studies for open innovation activities to the [Open Innovation Toolkit](#).

4. Collaborate with Citizen and Global Cartographers in Open Mapping

Engaging communities to use open mapping platforms ensures the widest possible benefit of geographic data and improved public services for individuals and communities using that data. The Administration will expand interagency collaboration and coordination with the open mapping community to promote the use of open mapping data in both domestic and international applications. Specifically, the State Department will continue and expand its public diplomacy program for open mapping, [MapGive](#). Additionally, the Peace Corps will train volunteers to collaborate with their host communities on using and contributing to open mapping platforms. The U.S. Agency for International Development will promote the use of open mapping platforms in its programs and through data creation and youth engagement initiatives like Mapping for Resilience. The Department of the Interior will continue to promote the use of open mapping technologies to manage and share data in interactive map capabilities, including in production of the National Park Service's digital map program's web and mobile products. The U.S. Geological Survey will also continue crowdsourcing mapping efforts.

Government Integrity

1. Track Agency Progress of Open Government Plan Implementation

The Office of Management and Budget and the Office of Science and Technology Policy will work with an existing interagency open government group made up of individuals from across the Executive Branch to develop guidelines for Federal agencies as they update their Open Government Plans in 2016. These guidelines will require agencies to publish annual progress reports describing implementation progress and will include updating agencies' Open Government web pages. The Administration will solicit input from civil society organizations for the updated guidance.

2. Strengthen Whistleblower Protections for Government Employees

The Administration has continued to increase support for Federal employees who report waste, fraud, and misconduct through appropriate, legally authorized channels. Ensuring that employees, contractors, and the public understand the roles and responsibilities during the whistleblower process is key to properly protecting employees who act as whistleblowers. In furtherance of these efforts, the Administration will:

- **Develop a Common Training Program on Whistleblowing Rights and Duties.** The Director of National Intelligence will coordinate with other departments and agencies to develop a common whistleblower training curriculum that can be used by all Federal agencies covered under the presidential directive protecting whistleblowers with access to classified information, [PPD-19](#). The training program will include disclosure procedures, applicable protections from unlawful retaliation for protected disclosures, and best practices for managers and supervisors. The Intelligence Community will seek input from civil society in developing the program and its compliance will be reviewed by agencies' inspectors general.
- **Improve the Adjudication Process for Reprisal Claims by Department of Justice Employees.** The Department of Justice will propose revisions to its regulations providing whistleblower protection procedures for employees of the Federal Bureau of Investigation, including proposing to expand the list

of officials to whom protected disclosures may be made. Findings of reprisal will be reported to the Federal Bureau of Investigation's Office of Professional Responsibility and to the Federal Bureau of Investigation Director for appropriate action. Additionally, the Department of Justice will continue to evaluate and update its mandatory training program to ensure all employees understand their rights and responsibilities under whistleblower protection laws.

- **Oversee Compliance with the Presidential Directive on Protecting Whistleblowers.** The Inspector General for the Intelligence Community will create a peer review process to oversee reprisal reviews under [PPD-19](#), creating a single point of contact to develop criteria for peer reviews. These criteria will include common review standards and reporting requirements for reviewing reprisal allegations within the Intelligence Community.

3. Increase Transparency of Legal Entities Formed in the United States

The Administration is committed to increasing transparency of legal entities to combat high-level corruption, money laundering, and other financial crimes. The Department of the Treasury and the White House will continue engaging Congress to build bipartisan support to require that meaningful beneficial ownership information be disclosed at the time a company is formed. The Department of the Treasury will also work towards finalizing a rule to clarify customer due diligence requirements for U.S. financial institutions.

4. Implement the Extractive Industries Transparency Initiative

Since the launch of the Open Government Partnership, the Administration has been committed to implementing the Extractive Industries Transparency Initiative (EITI), an international standard aimed at increasing transparency and accountability in the payments companies make and the revenues governments receive for their natural resources. The United States continues to work toward fully complying with the EITI standard, including publishing the first United States EITI report in 2015, and to achieve EITI compliance no later than 2017. The United States will also:

- Work with the EITI Multi-Stakeholder Group (MSG) to define tiers of subnational engagement, including working with state and tribal governments to formally nominate representatives as members of the MSG and encouraging enhanced integration of state and tribal information into U.S. EITI reporting;
- Create and implement a process to conduct stakeholder outreach and assessment of issues related to disclosure of forestry revenues; and
- Continue implementing project-level reporting and satisfy the beneficial ownership requirements consistent with the relevant provisions under the EITI standard.

Fiscal Transparency

1. Increase Transparency in Spending

The Administration continues to look for new ways to increase transparency in Federal spending. In 2015, the Budget of the U.S. Government was made available in an open-source format for the [first time](#), allowing the public to explore it in new and creative ways. In addition, the Administration finalized data standards as required by landmark legislation mandating transparency of spending data, the Digital Accountability and Transparency Act of 2014 (DATA Act). These data standards provide a basis to improve the quality and consistency of Federal spending data, and as a result, help provide the public with valuable, usable information on how Federal dollars

are spent. Better understanding of U.S. government finances will increase public confidence and increased use of the data will drive innovation and economic growth. In addition to continually engaging stakeholders from inside and outside of government on expanding Federal spending transparency efforts, the United States will:

- **Publish Standardized, Reliable, and Reusable Federal Spending Data.** The Department of the Treasury and the Office of Management and Budget will leverage technology to engage stakeholders and adopt a highly participatory and innovative approach to develop a re-imagined [USAspending.gov](https://www.usaspending.gov) to make spending data more accessible and searchable. This will also include an expansion of the data disclosed to include all account-level expenditures in a structured industry format. The Administration will provide regular progress updates to give both Federal agencies and taxpayers a better understanding of the impact of Federal funds.
- **Improve the Usability of Public Procurement and Grants Systems and Make it Easier to Identify Awardees.** The United States will leverage digital technologies and stakeholder feedback to improve the effectiveness of the public procurement and grants systems and foster openness and competition. This includes modernizing the online environment in which contract opportunities can be found and where grant programs are catalogued, and establishing a transparent process to explore alternatives for how Federal awardees are identified.
- **Centralize Integrity and Ownership Information of Contractors.** The Administration will facilitate the display, in a unified view, the integrity information of Federal contractors and grant recipients. For contractors, this will include additional information on labor violations, identification of parent and subsidiary organizations, and information about corporate contractor performance in order to give acquisition officials a comprehensive understanding of the performance and integrity of a corporation in carrying out Federal contracts and grants.

2. Improve the Quality and Enhance the Use of U.S. Foreign Assistance Information

Greater transparency and quality of foreign aid data promotes effective and sustainable development by helping recipient governments manage their aid flows and by empowering citizens to hold governments accountable for the use of assistance. Increased transparency also supports evidence-based, data-driven approaches to foreign aid. The first two NAPs called for agencies administering foreign assistance to publish their aid information in line with the internationally agreed-upon standard. Agencies have published information and data to [ForeignAssistance.gov](https://www.foreignassistance.gov), with plans for incremental progress to address the quality and completeness of the data. However, producing additional, higher-quality data does not address the capacity of stakeholders to use the data, nor does it ensure that stakeholders know the data even exists. To raise awareness, increase accessibility, and build demand for foreign assistance data, the United States will:

- **Improve the Quality, Comprehensiveness, and Completeness of Foreign Assistance Data.** U.S. agencies will substantially improve the quality and increase the comprehensiveness and completeness of the data reported in accordance with the internationally recognized Busan common standard, emphasizing the reporting of commonly established subnational geographic information, project documents and information, results, and sector codes as priority data needs for users.
- **Build Capacity to Use Data.** The Administration will support selective capacity-development efforts in partner countries to make it easier to use U.S. foreign assistance data for effective decision-making,

including in pursuit of achieving the goals of the [2030 Agenda for Sustainable Development](#). The United States will explore ways to promote and increase data accessibility and the dissemination of data to stakeholders through offline methods and will promote existing foreign assistance information sources and raise awareness for aid transparency efforts to contribute to increased data use by U.S. Government and civil society and the international community.

3. Empower Americans through Participatory Budgets and Responsive Spending

Participatory budgeting promotes the public's participation in spending taxpayer dollars by engaging citizens in a community to help decide how to allocate public funds. To advance participatory budgeting in the United States, the White House will work with communities, non-profits, civic technologists, and foundation partners to develop new commitments that will expand the use of participatory budgeting in the United States. As a first step, the White House will convene an action-oriented Participatory Budgeting Workshop in 2015 to garner commitments that support community decision-making for certain projects using public funds.

Justice and Law Enforcement

1. Expand Access to Justice to Promote Federal Programs

Equal access to justice helps lift individuals and families out of poverty, or helps to keep them securely in the middle class, and bolsters the public's faith in the justice system. The White House Legal Aid Interagency Roundtable, which currently includes 20 Federal offices and is co-led by the White House Domestic Policy Council and the Department of Justice, works to raise awareness about the profound impact that legal aid programs can have in advancing efforts to promote access to health and housing, education and employment, family stability, and public safety. These agencies work diligently to determine which programs that help the vulnerable and underserved could be more effective and efficient, and produce better outcomes for the public when legal services are among the supportive services provided. On September 24, 2015, President Obama issued a [memorandum](#) intended to institutionalize this Roundtable, expand the participating agencies, and include consideration of equal access to justice for low-income people in both the civil and criminal justice systems. The Roundtable will seek input from civil society, and will annually report on the progress of this work.

2. Build Safer and Stronger Communities with Police Open Data

In response to recommendations of the President's [Task Force on 21st Century Policing](#), the United States is fostering a nationwide community of practices to highlight and connect local open data innovations in law enforcement agencies to enhance community trust and build a new culture of proactive transparency in policing. The Office of Science and Technology Policy and the Domestic Policy Council have been working on the Police Data Initiative in collaboration with Federal, state, and local governments and civil society to proactively release policing data, including incident-level data disaggregated by protected group. This work aims to improve trust, bring better insight and analysis to policing efforts, and ultimately co-create solutions to enhance public safety and reduce bias and unnecessary use of force in policing. Currently, 26 participating jurisdictions including New Orleans, Knoxville, and Newport News, are working side-by-side with top technologists, researchers, data scientists, and design experts to identify and overcome existing barriers to police efficacy and community safety. The Office of Science and Technology Policy and the Domestic Policy Council will continue to expand the Police Data Initiative to include additional jurisdictions. They will explore opportunities to work more closely with state partners and work to build out more resources such as playbooks and technology tools to help jurisdictions easily extract and publish data.

Support Open Government at the Subnational Level

1. Open Federal Data to Benefit Local Communities

State and local governments are increasingly using Federal open data to deliver value and improve citizen services at the local level. For example, cities use postal data compiled by the Department of Housing and Urban Development to benchmark the successes of blight eradication initiatives, and to borrow effective practices from cities experiencing success. Urban planners use data from the National Oceanic and Atmospheric Administration on projected sea level rise, in concert with elevation data from the U.S. Geological Survey, to set zoning and building standards that account for climate change. Additionally, state and local emergency planners rely on data feeds from the National Weather Service to trigger protocols that protect critical infrastructure as severe weather approaches. In 2015, the Administration published an [online map](#) containing open datasets from community-based initiatives across more than 15 Federal agencies to help citizens discover the work taking place in their own communities. The Administration will continue to update the map with datasets on new initiatives to help citizens, researchers, journalists, and other stakeholders identify and track the progress of this work in a single, accessible location. The Administration will release additional Federal data to fill crucial information gaps at the local level and spur civic innovations that foster economic growth, access to healthcare, community resilience, and other entrepreneurial efforts.

2. Support the Municipal Data Network

Local governments have the ability to enact change and revolutionize services and efficiency by using data analytics and encouraging transparency and the economy through open data. However, municipal governments face challenges in leveraging the data economy — challenges that range from legacy systems to limited resources, capacity, and skills in data. Cities and counties across the country will join to establish a Municipal Data Network, led by San Francisco, Los Angeles, Chicago, Philadelphia, and Pittsburgh, and supported by [Data.gov](#) within the General Services Administration. This network will identify methods to sustainably share and scale data successes related to open data, analytics, performance management, data culture and capacity, data infrastructure and tools, and data standards, so that local governments across the country can accelerate their efforts. In addition, this network will identify opportunities for cross-city partnerships as well as ways to join with the philanthropic and private sector and relevant Federal and state agencies to accelerate data efforts in a repeatable and scalable manner.

3. Foster Data Ecosystems

Local data about topics ranging from crime statistics, to transportation, to the availability of fresh foods can be combined with Federal data to help policymakers identify and implement community outreach programs, aid people with disabilities in getting around, and eliminate food deserts. The Census Bureau has led initial efforts to work closely with cities and rural communities and open-source communities to establish interoperable software development frameworks, such as [CitySDK](#). This tool addresses local concerns while bridging data gaps that can sometimes occur among Federal, state, and local data. In order to accelerate local solutions that are developed with open data, the White House will host the first-ever Open Data Impact Summit to recognize innovative solutions and create new pathways to leverage technology and data to address important civic problems.

4. Extend Digital, Data-Driven Government to Federal Government's Support for Communities

The Administration has been expanding work in digital, data-driven government to support better Federal agency service delivery. A next phase of this work will leverage technology and innovation tools and open data to extend, embed, and fill gaps in the Federal government's work with local communities. The Administration commits to working across Federal agencies to increase access to tools that ease collaboration across Federal agencies and with local partners, build Federal teams to develop lasting local capacity and increase partnerships between the Federal government and local innovators, and tailor high-value open data sets and visualization tools for the needs of local communities. These efforts will add capacity at the local level, improve the effectiveness of Federal support for communities, and spur civic innovation that improves economic growth, access to services, access to opportunity, and community resilience.

Open Government to Support Global Sustainable Development

1. Promote Open and Accountable Implementation of the Sustainable Development Goals

In September 2015, world leaders including President Obama adopted the [2030 Agenda for Sustainable Development](#), the successor framework to the Millennium Development Goals, which set out a vision and priorities for global development for the next 15 years. The Administration is committed to ensuring that efforts to implement the Sustainable Development Goals (SDGs) are open, transparent, and undertaken in partnership and consultation with civil society. With the inclusion of Goal 16, promoting peaceful and inclusive societies and access to justice, this new set of global goals recognizes the foundational role of transparent, accountable institutions for global development. Consistent with the 2015 Joint Declaration on Open Government for the Implementation of the 2030 Agenda for Sustainable Development, this National Action Plan includes commitments to harness open government and promote progress toward the SDGs both in the United States and globally, including in the areas of education, health, climate resilience, air quality, food security, science and innovation, justice, and law enforcement. Building on these efforts, the United States will continue to work alongside the partner governments, and private foundations, civil society organizations, private sector companies, and multilateral partners on next steps for the Global Partnership for Sustainable Development Data, a group of like-minded actors committed to creating and using data to support progress toward the SDGs. The United States will also convene interagency stakeholders and consult with civil society to take stock of existing U.S. government data that relates to each of the 17 SDGs, and to propose a strategy for tracking progress toward achieving the SDGs in the United States.

2. Promote Open Climate Data Around the Globe

The United States is a leader in providing information about climate, including through the [Climate Resilience Toolkit](#) comprising 40 tools, five map layers, and case studies in key areas of climate change risks and vulnerability, and with the [Climate Data Initiative](#), an online catalog of more than 250 high-value climate-related datasets and data products from a dozen Federal agencies. Building on the success of these domestic initiatives, the United States will work to expand the availability and accessibility of climate-relevant data worldwide and promote the development of new technologies, products, and information services that can help solve real-life problems in the face of a changing climate. To promote open climate data globally the United States will:

- **Manage Arctic Data as a Strategic Asset.** The United States currently chairs the Arctic Council, the intergovernmental forum for addressing environment, stewardship and climate issues convened by eight Arctic governments (Canada, Denmark, Finland, Iceland, Norway, Russia, Sweden, and the United

States) and the indigenous peoples of the Arctic. In an effort to make Arctic data more accessible and useful, the United States will encourage Arctic Council member countries and the global community to inventory relevant government data and publish a list of datasets that are public or can be made public.

- **Work to Stimulate Partnerships and Innovation.** The United States will work with other countries to leverage open data to stimulate innovation and private-sector entrepreneurship in the application of climate-relevant data in support of national climate-change preparedness. This will be pursued through partnerships such as the Climate Services for Resilient Development, which the United States [launched](#) this summer with more than \$34 million in financial and in-kind contributions from the U.S. Government and seven other founding-partner institutions from around the world.
- **Strive to Fill Data Gaps.** The United States will seek international opportunities to help meet critical data needs. For example, the United States is creating the first-ever publicly available, high-resolution Digital Elevation Model (DEM) of the Arctic to support informed land management, sustainable development, safe recreation, and scientific studies, as well as domain-specific challenges. DEMs can also serve as benchmarks against which future landscape changes (due to, for instance, erosion, sea level rise, extreme events, or climate change) can be measured. Moving forward, the United States will explore creating similarly valuable resources for parts of the world where publicly available, reliable, and high-resolution data are currently not available.
- **Create a National Integrated Heat Health Information System.** Heat early-warning systems can serve as effective tools for reducing illness, death, and loss of productivity associated with extreme heat. The National Oceanic and Atmospheric Administration and the Centers for Disease Control and Prevention are building a new [National Integrated Heat Health Information System](#), which will provide a suite of decision-support services that better serve public health needs to prepare and respond. This effort will identify and harmonize existing capabilities and define and deliver the research, observations, prediction, vulnerability assessments, and other information needed to support heat-health preparedness. To inform the development of Integrated Heat Health Information Systems, the Administration will work closely with industry stakeholders and with other countries to implement a series of pilot projects that facilitate joint learning, co-production of knowledge, and the generation information and tools based on open data. These pilot activities will focus on collaborations at the city, regional, national, and international scales and are aimed at preparing citizens, communities, and governments to be more resilient to extreme heat events.

3. Make Additional Air Quality Data Available

To promote the efficient use of government resources, help protect the health of our personnel overseas, create partnerships on air quality with other nations, and contribute to the global scientific community, in February 2015, the Department of State and the Environmental Protection Agency launched a new partnership with a number of U.S. diplomatic missions overseas to enhance the availability of outdoor air quality data and expertise. The Department of State and the Environmental Protection Agency will expand that effort to include 20 global cities and will begin making that data available on the Environmental Protection Agency's [AirNow](#) website, which provides air quality information for more than 400 U.S. cities.

4. Promote Food Security and Data Sharing for Agriculture and Nutrition

The United States co-founded the Global Open Data for Agriculture and Nutrition (GODAN) initiative in 2013 to make agriculture and nutrition data available, accessible, and usable to address the urgent challenge of ensuring world food security. In just two years, the Administration has helped expand that work to include more than 135 partners and a centralized secretariat. In 2016, the United States will help lead a GODAN Summit and co-chair a working group focused on filling critical global nutrition data gaps. The United States will also promote creation of a working group focused on improving data availability for, and global adoption of, precision agriculture practices.

5. Promote Data Sharing About Global Preparedness for Epidemic Threats

The United States will undergo and publicly release an external assessment of capability across public and animal health systems to prevent, detect, and respond to epidemic threats, utilizing the 11 targets of the Global Health Security Agenda (GHSa). Through the GHSa, participating countries including the United States and international organizations have developed a voluntary, flexible, sustainable external assessment process to measure country capacity to achieve a strong laboratory system, infectious disease workforce, rapid disease detection and reporting, a national biosafety and biosecurity system, and other elements that are central to rapidly addressing infectious disease threats. The assessment relies on quantitative and qualitative data, including country self-reporting as well as the external assessment and is meant to be shared in order to provide a better understanding of global needs and a better targeting of global resources to fill gaps. The United States is also providing technical assistance to countries in using this tool to develop a baseline, and will continue to provide experts to participate in external assessments of other countries' efforts.

Conclusion

Maintaining an informed and involved citizenry is a bedrock principle of American democracy. Throughout this National Action Plan, important themes such as improving public services, access to information and public participation have been highlighted. In the coming months, the U.S. Government will continue to work with partners in government, as well as the public and civil society organizations, to implement these commitments and to continue to build a more open, participatory government. Since 2011, the United States has been a champion of the Open Government Partnership and remains committed to its success. The United States will also remain committed to building a strong open government through this National Action Plan and all open government efforts.



INDEPENDENT REPORTING MECHANISM:

UNITED STATES PROGRESS REPORT 2011–2013



First Progress Report

Open
Government
Partnership





INDEPENDENT REPORTING MECHANISM:

UNITED STATES

PROGRESS REPORT 2011–13



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EXECUTIVE SUMMARY

INDEPENDENT REPORTING MECHANISM (IRM): UNITED STATES PROGRESS REPORT 2011-2013

The United States action plan was highly varied and, in many respects, ambitious and innovative. Significant progress was made on most of the commitments. Stakeholders noted that many of what they deemed to be the most critical policy areas, many of which require significant political lift, remained outside the action plan.

The Open Government Partnership (OGP) is a voluntary international initiative that aims to secure commitments from governments to their citizenry to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. The Independent Reporting Mechanism (IRM) carries out a biannual review of each OGP participating country's activities.

One of the eight founding countries of the OGP, the United States began formal participation in September 2011.

The Open Government Partnership in the United States was led by a working group within the Executive Office of the President (EOTP) in the White House. During the period of implementation, responsibility for domestic implementation of the plan formally shifted from the Office of Management and Budget to the Office of Science and Technology Policy, both within the EOTP.

The White House is key in policy matters but has limited control over implementation given that departmental and agency budgets and mandates are set by congressional authorizing and appropriating committees. Additionally, many of the actions were carried out largely at the agency level, where there is a certain amount of discretion in implementation and many programs have public constituencies.

OGP PROCESS

Countries participating in OGP follow a process for consultation during development of their OGP action plan and during implementation.

OGP in the United States built on an unprecedented consultation on open government during implementation of the 2009 Open Government Directive. The dedicated consultation for the OGP action plan, however, was more constrained, perhaps because of the short turnaround required for releasing the plan. The civil society organizations (CSOs) that participated most intensively constitute a fairly comprehensive list of organizations from "inside the Beltway" (Washington, DC-based groups) that identify transparency and participation as major themes of their work.

The process for consultation during the action plan was largely at the agency level or within particular implementing offices in the EOTP. As commitments were being implemented, in many cases, agency staff worked directly with civil society groups and the private sector. In some cases, participation was narrow, specialized, and technical while in other situations it stretched to groups well beyond the capital.

AT A GLANCE

MEMBER SINCE: 2011

NUMBER OF COMMITMENTS: 26

LEVEL OF COMPLETION

COMPLETED:	13 out of 26
IN PROGRESS:	12 out of 26
NOT STARTED:	0 out of 26
UNCLEAR:	0 out of 26
WITHDRAWN:	1 out of 26

TIMING

ON SCHEDULE:	18 out of 26
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COMMITMENT EMPHASIS

ACCESS TO INFORMATION:	15 out of 26
CIVIC PARTICIPATION:	11 out of 26
ACCOUNTABILITY:	10 out of 26
TECH & INNOVATION FOR TRANSPARENCY & ACCOUNTABILITY:	9 out of 26

GRAND CHALLENGES

SAFE COMMUNITIES:	3 out of 26
CORPORATE RESPONSIBILITY:	5 out of 26
PUBLIC SERVICES:	7 out of 26
PUBLIC INTEGRITY:	5 out of 26
PUBLIC RESOURCES:	17 out of 26

IMPLEMENTATION OF COMMITMENTS

Table 1 summarizes the 26 commitments made by the United States and gives the IRM's assessment of each commitment's level of completion, whether each is on schedule, and key next steps. The U.S. plan focused primarily on improving public integrity through access to information as well as participation, accountability, and technology and innovation for all three.

Table 2 summarizes the IRM's assessment of progress on each commitment.

Table 1 | Assessment of Progress by Commitment

THEMATIC CLUSTER	COMMITMENT SHORT TITLE AND SYNOPSIS	NOT STARTED	LIMITED	SUBSTANTIAL	COMPLETE	COMMITMENT PROGRESS	NEXT STEPS
						Ahead of schedule, behind schedule, or on schedule?	
1. OPEN GOVERNMENT TO INCREASE PUBLIC INTEGRITY							
Promote Public Participation in Government	1.1a. Launch "We the People" Petition Platform to enable the public to create and sign petitions.					On schedule	Maintenance and monitoring
	1.1b. Open Source "We the People" by publishing its source code for other countries to emulate.					On schedule	Continued work on basic implementation
	1.1c. Develop Best Practices and Metrics for Public Participation to allow agencies to assess progress on becoming more participatory.					Behind schedule	Continued work on basic implementation
Modernize Management of Government Records	1.2. Reform Records Management Policies and Practices across the Executive Branch.					On schedule	Extension based on existing implementation
Freedom of Information Act Administration	1.3a. Professionalize the FOIA Administration by continuing work on a civil service personnel category for FOIA specialists.					On schedule	Extension based on existing implementation
	1.3b. Harness the Power of Technology to achieve greater efficiencies in FOIA administration.					On schedule	Extension based on existing implementation
Declassify National Security Information	1.4. Lead a Multi-Agency Effort to Declassify Historically Valuable Records of multi-agency interest, and to address more than 400 million pages of backlog.					On schedule	Extension building on existing implementation
Agency Implementation of Open Government Plans	1.5. Monitor Agency Implementation of Plans to improve their efforts to disclose information to the public.					Behind schedule	Continued work on basic implementation

THEMATIC CLUSTER	COMMITMENT SHORT TITLE AND SYNOPSIS	LEVEL OF COMPLETION				TIMING	NEXT STEPS
		NOT STARTED	LIMITED	SUBSTANTIAL	COMPLETE	Ahead of schedule, behind schedule, or on schedule?	
Whistleblower Protections for Government Personnel	1.6a. Advocate for Legislation to Reform and Expand Whistleblower Protections.					On schedule	Extension building on existing implementation
	1.6b. Use Executive Authority to Protect Whistleblowers.					On schedule	Extension building on existing implementation
Enhance Enforcement of Regulations	1.7. Provide Enforcement and Compliance Data Online.					Behind schedule	Continued work on basic implementation
Increase Transparency of Legal Entities Formed in the United States	1.8. Advocate for Legislation Requiring Meaningful Disclosure of beneficial ownership information for companies.					Behind schedule	Significant revision of the commitment
2. OPEN GOVERNMENT TO MANAGE PUBLIC RESOURCES MORE EFFECTIVELY							
Natural Resource Revenue	2.1a. Implement the Extractive Industries Transparency Initiative (EITI) to ensure that taxpayers receive every dollar due for extraction of natural resources.					On schedule	Continued work on basic implementation
	2.1b. Work in Partnership with Industry and Citizens to Build on Recent Progress.					On schedule	Continued work on basic implementation
Increase Transparency in Spending	2.2. Apply Lessons from the Recovery Act and Provide Strategic Direction to All Federal Spending to Increase Transparency.					On schedule	Extension building on existing implementation
Increase Transparency of Foreign Assistance	2.3. Release and Implement Governmentwide Reporting Requirements for Foreign Aid including budgets, disbursements, and project implementation.					Behind schedule	Continued work on existing implementation
Create a More Effective and Responsive Government	2.4. Use Performance.gov to Improve Government Performance and Accountability.					On schedule	Significant revision of the commitment

THEMATIC CLUSTER	COMMITMENT SHORT TITLE AND SYNOPSIS	LEVEL OF COMPLETION				COMMITMENT PROGRESS	NEXT STEPS
		NOT STARTED	LIMITED	SUBSTANTIAL	COMPLETE	Ahead of schedule, behind schedule, or on schedule?	
3. OPEN GOVERNMENT TO IMPROVE PUBLIC SERVICES							
Expand Public Participation in Development of Regulations	3.1. Overhaul the Public Participation Interface on Regulations.gov.					Behind schedule	Extension building on existing implementation
Data.gov	3.2a. Promote Data.gov as a Platform to Spur Innovation through open sourcing the portal.					On schedule	Extension building on existing implementation
	3.2b. Foster Communities on Data.gov that connect thematic data with users and producers of that data.					Behind schedule	Significant revision of the commitment
Encourage Communication between Government Officials and Citizen Experts	3.3. Launch ExpertNet to enable government officials to better communicate with citizens who have expertise on a pertinent topic.	Withdrawn				Does not apply	Significant revision of the commitment
Reform Government Websites	3.4a. Begin an Online National Dialogue with the American Public on how to improve Federal websites.					On schedule	No further action needed
	3.4b. Update Governmentwide Policies for Websites.					On schedule	No further action needed
Publish Data to Help Consumers and Scientists	3.5a. Promote Smart Disclosure to Ensure Timely Release of Information in standardized and machine-readable formats.					On schedule	No further action needed
	3.5b. Publish Guidelines on Scientific Data to promote preservation, accessibility, and interoperability of scientific digital data.					On schedule	No further action needed
Promote Innovation through International Collaboration	3.6. Launch International Space Apps Competition to use publicly released data to create solutions for global challenges.					On schedule	No further action needed

Table 2 | Summary of Progress by Commitment

COMMITMENT	SUMMARY OF FINDINGS
1.1a. Launch “We the People”	Both of the “We the People” commitments have been achieved. The “We the People” e-petitions site was launched in September 2011 and the source code released on 23 August 2012. The public can petition the White House by creating or signing a petition. The White House responds to petitions that meet a certain threshold of signatures. A response means that the White House makes clear its position on the policy issue. The second part of this commitment dealt with putting the code online in an open source site. The commitment is now online at GitHub, a repository for online, open source code. There is clear evidence of uptake and use by the public. Whether the commitment mattered is a more difficult question. For the development of the We the People platform, the next steps should include serious reflection on what an e-petition platform can achieve and what it cannot.
2. New, higher cost cap for FOI	
1.1c. Develop Best Practices and Metrics for Public Participation	This commitment has been postponed. According to the government self-assessment, this item has not been completed because it will be incorporated into the U.S. government’s overall Digital Government Strategy or will be published alongside it. Therefore, one can only judge the potential outcome of the commitment: it could have had a harmonizing effect across agencies in areas of policymaking not already covered by regulations mandating participation.
1.2. Reform Records Management	This commitment has been completed. It has the potential to change the business of government significantly. Now that the process has been launched, the hard work will be in achieving the next steps. The transition from paper to efficient electronic record keeping is an undertaking requiring many new systems.
1.3a. Professionalize the Freedom of Information Act (FOIA) Administration	This commitment has been fulfilled. The commitment sought to create a job category that would make servicing FOIA a career path in public service. This commitment is the start of what could be a substantial improvement over what went before. However, in their independent report, civil society groups suggest that the category hasn’t lived up to its promise. The IRM researcher recommends that a new commitment furthering professionalization within agencies be made in the next action plan based on the input of civil society.
1.3b. Harness the Power of Technology	This commitment aimed to expand the use of technology for FOIA. It has been fulfilled in the letter, although some reservations remain among members of civil society interviewed. FOIA.gov still refers users to separate websites for more than 100 offices, which adds inefficiency to the process. Several systemic issues like the balance between open government and security needs continue to complicate FOIA. As a consequence of these findings, the IRM researcher recommends that several new commitments be undertaken to more make the process for FOIA access easier in the coming years.
1.4. Lead a Multi-Agency Effort to Declassify Historically Valuable Records	Limited progress has been made on this goal. While a process has been launched and the backlog has been addressed in part, robust implementation of the process may have been beyond the scope of the Administration’s capacity during this time. While civil society stakeholders interviewed were supportive of the National Archives and Records Administration (NARA) and the National Declassification Center (NDC), they were critical of agency reluctance to truly engage. They recommend setting up a way agencies with an interest in declassification can view the proposed change in classification at the same time. This initiative should be the object of significant policy study.

COMMITMENT	SUMMARY OF FINDINGS
1.5. Monitor Agency Implementation of Plans	Through the Interagency Open Government Working Group, the Administration tracked implementation of its initial open government plans. But it is unclear from the self-assessment and the White House website exactly what actions were taken to monitor progress of different plans. Various issues with the dashboard make progress tracking and comparison time and labor intensive, and make interagency learning more difficult. The IRM researcher suggests continued work on basic implementation of the open government action plans.
1.6a. Advocate for Legislation on Whistleblower Protection	Each of these commitments has been completed and was on track for completion at the outset of the action plan process. On 27 November 2012 the President signed the Whistleblower Protection Enhancement Act (WPEA) that closed loopholes and upgraded protections for federal workers. The law did not, however, extend protection broadly to the national security community (with the notable exception of the Transportation Safety Administration), so the President issued in October 2012 Presidential Policy Directive 19, extending whistle blower protections to the national security and intelligence communities. This issue is at the heart of many of the political problems the Administration is facing at the time of writing. While these improvements to whistleblower protection are significant, the Department of Justice is prosecuting a record number of individuals under the World War I-Era Espionage Act. This commitment has been delivered and significant protections have been enhanced, but as discussed in Section VI, "Moving Forward," further commitments will need to be undertaken to address some of the larger issues brought up during this review and elsewhere. The IRM researcher therefore recommends new commitments building on the successful completion of this commitment.
1.6b. Use Executive Authority to Protect Whistleblowers	
1.7. Provide Enforcement and Compliance Data Online	The IRM researcher finds limited progress on this commitment. The President issued a "memorandum on regulatory compliance" on 18 January 2011 that directed, "agencies with broad regulatory compliance and administrative enforcement responsibilities to make the data available online within 120 days." A number of agencies developed plans to meet these requirements. But even in the case of an impressive display of data such as the Environmental Protection Agency's website, Enforcement and Compliance History Online (ECHO), it is not clear what advances were undertaken during the implementation period to move implementation forward. Where there was forward movement, it is not clear that it can be attributed to this commitment. The IRM recommends increased dedication of funds to this mandate and the establishment of a working group to share emerging best practices across agencies and across sectors, especially those which are not currently releasing such data.
1.8. Advocate for Legislation Requiring Meaningful Disclosure	As the government self-assessment states, there has been significant effort by the Obama White House to advocate legislation to release data on ultimate or beneficial ownership of corporations. But civil society groups interviewed were not aware of aggressive legislative advocacy by the White House. In the absence of legislation, the Administration has taken some actions not covered by the letter of the commitment, but in the spirit of the commitment. However, this commitment did not have a significant impact because it was, by and large unimplemented. If implemented in a significant way, it could have a strong impact on the U.S. economy and on the formation of shell companies in the United States and elsewhere.

COMMITMENT	SUMMARY OF FINDINGS
2.1a. Implement the Extractive Industries Transparency Initiative (EITI)	The U.S. government has joined the EITI. Following development of its EITI plan, the government will submit its candidacy for certification. There has been substantial buy-in to the U.S. EITI Advisory Committee. The government held two public comment periods, seven listening sessions (Anchorage, Denver, Houston, New Orleans, Pittsburgh, St. Louis, and Washington, DC), a webinar, and a workshop. The IRM researcher recommends continued work on this commitment, leading to the United States' submitting its candidacy. Some stakeholders interviewed felt that the United States would benefit from "more granular reporting, improved readability of published data, and reporting by industries or subnational governments that are not bound by current federal disclosure requirements."
2.1b. Partnership to Build on Recent Progress	
2.2. Apply Lessons from Recovery Act to Increase Spending Transparency	This commitment was implemented. The new Government Accountability and Transparency Board (GATB) provided a report to the President recommending concrete steps. Following on the development of the strategy, the GATB can be credited with a number of outcomes following implementation. The civil society evaluation of this commitment gave notably low marks for consultation and collaboration with civil society, as much of the commitment action was a foregone conclusion prior to its inclusion in the national action plan. While this commitment is formally completed, the IRM researcher recommends continued work on implementation.
2.3. Governmentwide Reporting Requirements for Foreign Aid	This commitment has seen limited implementation. The first aspect of the commitment, on reporting requirements has been completed. A dashboard is up and running and will expand over time to cover more agencies. In spite of this, the stakeholders interviewed were pessimistic about progress on this issue. George Ingram, co-chair of "Modernizing Foreign Assistance Network," argued that the data on the website are not very useful and that the political will has not been transmitted throughout the bureaucracy. The IRM researcher recommends continued implementation of this commitment. Specifically, the United States can expand coverage of the data gathering and build the International Aid Transparency Initiative (IATI) reporting requirements into the information technology systems for reporting of each agency. This will lessen the reporting burden on each agency.
2.4. Use Performanc.gov to Improve Government Performance and Accountability	This commitment is complete. Performance.gov makes available some very important data and has the potential to make more transparent many of the internal workings of agencies. The substantive problem goes beyond the scope of this recommendation: the data, no matter how accessible, are simply not used for management or political accountability as often as they should be and some of the goals are too vague to be measured. These problems, however, have plagued the performance movement since its inception two decades ago, and are not easily solved by a website. As a consequence, the IRM researcher recommends that responsible entities will need to better understand how accountability will function and identify the potential users of this information.
3.1. Overhaul the Public Participation Interface on Regulations.gov	Regulations.gov, operated by the EPA on behalf of 39 federal agencies has been up and running since 2003. The site has enabled members of the public to participate more actively in rulemaking by enabling searches of the <i>Federal Register</i> and to allow commenting on proposed federal actions. Significant changes have been made to this flagship website in accord with this commitment. While some of the public demands (such as immediate display of comments) were not met in the redesign of the site, others were taken to heart. It is unclear exactly how these changes might affect the rulemaking process, but new application programming interfaces (APIs) have the potential to enable efficiency in analysis of comments and to involve a greater number of people through notification. The IRM researcher recommends continued work on this flagship website.

COMMITMENT	SUMMARY OF FINDINGS
3.2a. Promote Data.gov to Spur Innovation through open sourcing	This commitment has been fulfilled. In March of 2012, the United States and India launched the Open Government Platform (OGPL). The platform provides software that allows individuals, developers, media, academics, and businesses to use open data sets for their own purposes. Pilots have been established to scale out the OGPL in Ghana and Rwanda and, according to the government self-assessment, more than 30 countries have expressed interest in the platform. The IRM researcher recommends continued implementation of this commitment. The principal challenge is identifying potential users and what barriers they face in using the code.
3.2b. Foster Communities on Data.gov	Substantial progress was made on this commitment, but, like a number of other commitments, it is unclear who will use the results. The Administration has committed to adding curated data sets around education, research and development, and public safety. Technically, two of these sets were launched following the implementation period assessed. As each was launched, a forum for discussion of the data was added. However, this forum is a very narrow definition of "fostering communities." The IRM researcher examined the three new forums and found no evidence of use. It seems that potential users either do not need the forums or do not know about them. The IRM researcher recommends significant revision of this commitment. Data.gov was a significant lift preceding the OGP action plan, but equivalent resources were not dedicated to fostering innovative use of the data.
3.3. Launch ExpertNet	This commitment would have created one government portal where citizens would be able to participate in public consultations. ExpertNet would allow officials to inform and draw on a large body of informed and interested experts and individuals. It was withdrawn because of difficulties in implementation and conflicts with the Federal Advisory Committee Act (FACA) and, according to the government self-assessment, the existence of private sector platforms to enable experts to make proposals. This website does not seem to be an area where an information technology solution would add much to the existing opportunities for citizen engagement. In fact most, if not all, stakeholders engaged in the IRM process felt that this commitment was not a priority.
3.4a. Begin an Online National Dialogue with the American Public	There were two parts to this commitment: open a dialogue with the American public on government websites and improve the sites; and reform policies around the management, look, and structure of government websites. Both have been completed— the second via the government's Digital Government Strategy. Of all of the commitments in this action plan, the Online National Dialogue on Improving Federal Websites, along with We the People, is one of the most robust examples of participation in the digital age. The national dialogue was begun around the time of the original submission of the action plan. Nearly 1,000 participants submitted more than 400 ideas around 12 given themes. The second commitment in this cluster dealt with updating federal website policy. Both this activity and the Online National Dialogue were integrated into the government's new, wider Digital Government Strategy, although it is not entirely clear how the specific inputs made by the public during the national dialogue are reflected in the more principle-oriented strategy.
3.4b. Update Governmentwide Policies for Websites	Although the new Digital Government Strategy reflects the state-of-the-art in public information systems, the lay reader would be hard pressed to grasp the nuts-and-bolts character of guidance on reforming federal websites from the user point of view that is found in the Online National Dialogue.

COMMITMENT	SUMMARY OF FINDINGS
3.5a. Promote Smart Disclosure to Ensure Timely Release of Information	There are two parts to this item. "Smart disclosure" refers to the selective release of personal or market data that helps the public make better choices. The innovative aspect of this commitment refers to the (1) timely, (2) standardized, and (3) machine-readable nature of the information. This commitment aimed at releasing health, safety, and the environment information that can spur innovation and inform consumers. The second part of this commitment is the development of guidelines on openness for federally funded scientific information, much of which is currently proprietary. During the evaluation period, the government mandated via a "Public Access Memorandum" that federal agencies make more than \$100 million in research and development results searchable by the public within 12 months of publication.
3.5b. Publish Guidelines on Scientific Data	At the same time, the guidelines for disclosure of personal data will need to be closely monitored and revisited to ensure that privacy concerns are adequately addressed.
3.6. Launch International Space Apps Competition	During the implementation period, the National Aeronautics and Space Administration (NASA) held a two-day international event where scientists and members of the public could use public data to create solutions for pressing technical challenges. Over 9,000 people around the world participated in the first competition in person or online. A follow up was scheduled for 2013. In the next action plan, this model could be used in other areas, such as "health apps," or "transportation apps."

RECOMMENDATIONS

As a consequence of these observations and the findings of the report, a number of general recommendations can be made to improve the design and implementation of the next action plan. These recommendations are crosscutting; commitment-specific recommendations are included with each commitment in Section IV. Recommendations are classed into three categories: Process, Learning, and New Frontiers.

Process

- Continue robust implementation of consultation and participation at the agency level, building off successful attempts in the first plan;
- Make a greater effort to bring a wide variety of stakeholders into action plan development and implementation including more organizations from outside the beltway;
- Take advantage of the next self-assessment process to continue dialogue and deliberation with civil society members.

Learning

- Learn from best practices in stakeholder engagement from agencies with significant success in that area during the first action plan (including the .gov team, NASA, and the National Archives and Records Administration [NARA]);
- Put user needs at the center of new technology. This orientation requires identifying theories of change for how transparency and accountability reforms will be used and identifying core constituencies who will potentially take up new technologies. Digital services can then be designed to meet their needs.

New frontiers

- The new action plan presents an opportunity for the Administration to square its strong support of open government with its commitment to national security, identifying win-win situations in which national security may be enhanced through greater public oversight and disclosure;
- Identify how technology might be used to ensure that laws are evenly applied and that national security interests are balanced with democratic values;
- Consider including ambitious commitments that review major areas that threaten to undermine the credibility of Administration efforts at implementing open government programs. These commitments might include reviews of criteria for prosecuting national security related leaks, whistleblowing, classification, and the FOIA. These areas directly impact democracy and fundamental freedoms enshrined in the U.S. Bill of Rights;
- Consider evaluating the degree to which post-9/11 protocols can be retrenched where no longer compatible with the threat level.

Disclaimer: The eight founding members of the Open Government Partnership were given a brief period to provide corrections for possible factual errors in a draft version of the Independent Reporting Mechanism Progress Report. Because the draft report was provided to the U. S. Government for review during a lapse in federal appropriations, the United States was not able to review and provide comment to the assessment prior to its publication. Readers should keep this in mind.

ELIGIBILITY REQUIREMENTS: 2011

To participate in OGP, governments must demonstrate commitment to open government by meeting minimum criteria on key dimensions of open government. Third-party indicators are used to determine country progress on each of the dimensions. For more information, visit: www.opengovpartnership.org/eligibility

BUDGET TRANSPARENCY:
4 OUT OF 4

ACCESS TO INFORMATION:
LAW ENACTED

ASSET DISCLOSURE:
4 OUT OF 4

CIVIC PARTICIPATION:
9.12 OUT OF 10



OGP aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. OGP's Independent Reporting Mechanism assesses development and implementation of national action plans in order to foster dialogue among stakeholders and improve accountability.

I | BACKGROUND

The Open Government Partnership (OGP) is a voluntary, multistakeholder international initiative that aims to secure concrete commitments from governments to their citizenry to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. In pursuit of these goals, OGP provides an international forum for dialogue and sharing among governments, civil society organizations, and the private sector, all of which contribute to a common pursuit of open government. OGP stakeholders include participating governments as well as civil society and private sector entities that support the principles and mission of OGP.

The United States, one of the founding eight countries of the Open Government Partnership, began its formal participation in September 2011, when President Barack Obama launched the initiative along with other heads of state and ministers in New York.

To participate in OGP, governments must exhibit a demonstrated commitment to open government by meeting a set of (minimum) performance criteria on key dimensions of open government that are particularly consequential for increasing government responsiveness, strengthening citizen engagement, and fighting corruption. Objective, third party indicators are used to determine the extent of country progress on each of the dimensions, with points awarded as described below. The United States entered into the partnership exceeding the minimal requirements for eligibility, with a high score in each of the criteria. At the time of joining, the country had the highest possible ranking for “open budgets” (2 out of a possible 2),¹ an Access to Information Law,² the highest possible rankings in “asset disclosure for senior officials,”³ and a score of 8.53 out of a possible 10 on the Economist Intelligence Unit’s Democracy Index Civil Liberties subscore.⁴

Along with the other founding members of OGP, the United States developed its national action plan from June through September 2011. The U.S. action plan was submitted in September and was officially implemented from January 1 through 31 December 2012. A self-assessment was published in April 2013. At the time of writing, officials and civil society members are working on the second national action plan.

Pursuant to OGP requirements, the Independent

Reporting Mechanism (IRM) of OGP has carried out an evaluation of the development and implementation of United States’ first action plan, forming the basis for this report. It is the aim of the IRM to inform ongoing dialogue around development and implementation of future commitments in each OGP participating country. Methods and sources are dealt with in a methodological annex to this report.

INSTITUTIONAL CONTEXT

The Open Government Partnership in the United States is led by a working group within the Executive Office of the President (EOTP) in the White House. During the evaluation period, the senior staff member was Lisa Ellman, chief counselor for OGP in the White House. She coordinated the Open Government Working Group which consists of senior representatives from 35 agencies.⁵ During the period of implementation, responsibility for domestic implementation of the plan formally shifted from the Office of Management and Budget to the Office of Science and Technology Policy, both within the EOTP.

In the United States, the Open Government Partnership was preceded by the Open Government Directive.⁶ The directive mandated that each federal agency take specific actions around open government themes, including the release of high-value data sets and internal agency action plans. This prior experience laid the groundwork for much of the interagency cooperation and collaboration during the action plan.

A background in the U.S. federal system can help one understand how the OGP process was carried out.

The White House is key in direct policy. It has limited control, however, over implementation given that departmental and agency budgets and mandates are most directly influenced by their congressional authorizing and appropriating committees. Additionally, many of the actions were carried out at the agency level, where there is a certain amount of discretion in implementation and many programs have public constituencies. As a consequence, public participation in OGP and implementation, while centralized at the White House, also took place at the agency level.

METHODOLOGICAL NOTE

IRM partners with experienced, independent national researchers to author and disseminate reports for each OGP participating government. IRM partners with local individuals and organizations with experience in assessing open government. An initial version of this report was authored in part by Elaine Kamarck, a Lecturer at Harvard Kennedy School of Government and a Senior Fellow at the Brookings Institution, a nonpartisan think tank in Washington, DC. The IRM then reviewed the government's self-assessment report, gathered the views of civil society, and interviewed appropriate government officials and other stakeholders. OGP staff and a panel of experts reviewed the report.

To gather the voices of multiple stakeholders, the IRM researcher organized a stakeholder forum in cooperation with OpenTheGovernment.org in Washington, DC. The researcher also reviewed two key documents prepared by the government: a report on the first U. S. action plan⁷ and the self-assessment published by the government in April 2013.⁸ Further, OpenTheGovernment.org put forward an assessment of government progress in March 2013. This report refers extensively to these interviews and documents.

List of those attending the forum and interviewees are given in the Annex.

For ease of reading and to shorten the length of the final report, related commitments have been clustered. The original order in the action plan has been maintained.

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¹ Open Budget Partnership, "United States," *Open Budget Index 2010*, <http://bit.ly/1dWvRHq>.

² The Freedom of Information Act, 5 U.S.C. § 552 (1966).

³ Simeon Djankov, Rafael La Porta, Florencio Lopez-de-Silanes, and Andrei Shleifer, "Disclosure by Politicians," (Tuck School of Business Working Paper 2009-60, 2009), <http://bit.ly/19nDEFk>; Organisation for Economic Cooperation and Development (OECD), "Types of Information Decision Makers Are Required to Formally Disclose, and Level of Transparency," in *Government at a Glance 2009*, (OECD, 2009), p. 132, <http://bit.ly/13vGtqS>; Ricard Messick, "Income and Asset Disclosure by World Bank Client Countries," (World Bank, Washington, DC, 2009), <http://bit.ly/1clokyf>.

⁴ Economist Intelligence Unit, *Democracy Index 2010: Democracy in Retreat*, (London: Economist, 2010), <http://bit.ly/eLC1rE>.

⁵ For the names of members of the Open Government Working Group see: www.whitehouse.gov/open/about/working-group.

⁶ Open Government Directive, M10-06, (8 December 2009), <http://1.usa.gov/4sbQJk>.

⁷ United States, *The Open Government Partnership (OGP): National Action Plan*, (Washington, DC: United States of America, 20 September 2011), <http://1.usa.gov/nSqlzt>.

⁸ United States, *The Open Government Partnership: Government Self-Assessment Report*, (Washington, DC: US Government 29 March 2013), <http://1.usa.gov/YO3CII>.

⁹ Open the Government Coalition, "Civil Society Report on Implementation of the First U.S. National Action Plan," (March 2013), <http://bit.ly/1118cRn>.

II | PROCESS: DEVELOPMENT OF ACTION PLAN

Countries participating in OGP follow a process for consultation during development of their OGP action plan.

OGP GUIDELINES

Countries must:

- Make the details of their public consultation process and timeline available (online at minimum) prior to the consultation
- Consult widely with the national community, including civil society and the private sector; seek out a diverse range of views; and make a summary of the public consultation and all individual written comment submissions available online
- Undertake OGP awareness-raising activities to enhance public participation in the consultation
- Consult the population with sufficient forewarning and through a variety of mechanisms—including online and in-person meetings—to ensure the accessibility of opportunities for citizens to engage.

A fifth requirement, during consultation, is set out by the OGP Articles of Governance and covered in Section III: Consultation during Implementation:

- Countries must identify a forum to enable regular multi-stakeholder consultation on OGP implementation—this can be an existing entity or a new one.

TIMING OF CONSULTATION

OGP implementation in the United States drew inspiration from an unprecedented consultation on open government during the implementation of the 2009 Open Government Directive.¹ This consultation, both online and face-to-face, allowed citizens to recommend reforms to federal agencies to make government more transparent, participatory, and collaborative with civil society stakeholders. During later phases, the process required agencies to carry out a series of specific actions including formulating an open government plan meeting requirements for

transparency, participation, and collaboration including a flagship open government program. This was, in part, the inspiration for the Open Government Partnership and constituted significant public input into opening government.

The dedicated public consultation for the OGP action plan, however, was significantly more bounded, perhaps because of the short turnaround required for releasing the plan. Input on particular themes was solicited through face-to-face consultations with known open government advocates and through a series of blog posts, in which key White House staff elicited public input on a set of themes.² While the blog posts stated that all responsive submissions would be posted online later, the IRM researcher was unable to find a summary of participation. In the opinion of Patrice McDermott of OpenTheGovernment.org, the White House did a good job given the amount of time to develop the plan, but did not do all that could have been done.³ In contrast to the participation in the Open Government Directive, OGP's participation was limited.⁴

The government held a number of dedicated in-person civil-society meetings for the major themes that became part of the 26 commitments under the action plan including a meeting between leading open government groups and the President.⁵ During this time, civil society groups were able to make suggestions, but it was not clear how feedback was or was not integrated into the action plan until it was unveiled at the OGP launch in September 2011.

BREADTH OF CONSULTATION

Without a summary of comments and proposals from civil society or a list of invited organizations, it is unclear exactly how many groups were invited or participated in online forums. This assessment is

based on reports from civil society organizations and commentary on individual commitments.

The civil society organizations that participated most intensively constitute a fairly comprehensive list of organizations from “inside the Beltway” (Washington, DC–based groups) that identify transparency and public participation as major themes of their work. The overwhelming majority of participating organizations identify themselves as nonpartisan. Few expressly “right of center” organizations concerned with open government and civic engagement were consulted or included in the consultations. The IRM process was unable to identify any records of invitation to right-leaning organizations that might have an interest in themes of transparency and participation. Nor were any organizations composed of military, former military or intelligence professionals publicly engaged. Thus, publicly at least, stakeholder views came from a subset of potential views on some of the more controversial subjects, such as secrecy issues, declassification of documents, or Freedom of Information Act reform. Open government progress has been relatively slower in these areas.

Despite this composition of participants, or perhaps because of it, the U.S. action plan did not explicitly address the ongoing policy debate over the national security agenda and its implications for open government. These issues are covered in Section VI “Moving Forward.” A reading of the U.S. National Action Plan, however, provides little evidence that lopsided public consultation led to overemphasis on U.S. government actions related to the transparency and security issue.

Online public engagement was carried out primarily through email messages in a series of blog posts. This mode of conversation presented the opportunity for a more diverse geography of participants, but geographic diversity during the development of the OGP action plan through online participation remains unclear without a summary of participants

or comments. Although a summary of comments is available online, a record of individual submissions was not posted online as it would be in more formal regulatory or advisory processes.

The White House also sought input from federal government agencies, soliciting ideas from the Open Government Interagency Working Group. Formed around the earlier Open Government Directive; this working group represents key agencies with large responsibilities in the area of open government, including many chief information officers.

OPENTHEGOVERNMENT.ORG

Because of the limitations of the consultation and the short time span, a civil society coalition, working through OpenTheGovernment.org, stepped in to play a coordination and facilitation role between government and civil society. Its small staff coordinates a large coalition of transparency and accountability organizations⁵ and was able to energize a wide group of relevant public interest groups within and beyond the capital. OpenTheGovernment.org:

- Established a listserv for any interested groups to join;
- Coordinated six face-to-face meetings with a wide range of groups (with phone-in options);
- Held regular conference calls;
- Facilitated communications with the Administration.

It is reasonable to assume that public participation during development of the action plan, and even coordination within government, would have been much weaker without OpenTheGovernment.org.

¹Open Government Directive, 8 December 2009.

²Aneesh Chopra and Cass Sunstein, “Open Government and the National Plan,” Open Government Blog, the Whitehouse, 8 August 2011, <http://1.usa.gov/oMKgaO>; Aneesh Chopra and Cass Sunstein, “Open Government Partnership and Development of the U.S. Open Government Plan,” Open Government Blog, the Whitehouse, 22 August 2011, <http://1.usa.gov/r8BTYw>.

³Patrice McDermott (Executive Director, OpenTheGovernment.org), interview with IRM, May 2013.

⁴As a point of comparison, summaries of the Open Government Directive show more robust participation by the public, the public sector, and private sector actors: <http://1.usa.gov/19VsVHg>.

⁵Danielle Brian, “Open Government Advocates Meet with POTUS: A Firsthand Account,” POGO Blog, Project on Government Oversight, 29 March 2011, <http://bit.ly/gmlGgb>.

⁶Our Coalition Partners,” OpenTheGovernment.org, <http://bit.ly/WoPOJE>.

III | PROCESS: CONSULTATION DURING IMPLEMENTATION

The process for consultation during the action plan was largely at the agency level or within particular implementing offices in the Executive Office of the President.

As commitments were being implemented, agency staff often worked directly with civil society groups and the private sector. In some cases, participation was narrow, specialized, and technical and in others, it stretched to groups well beyond the capital.

While there were many policy areas in the U.S. National Action Plan with strong participation, two commitments illustrate robust participation during implementation. The National Dialogue on Improving Government Websites (commitment 3.4a) was an example of wide-reaching and in-depth consultation. The .gov team, in charge of the commitment, used an online idea-generation tool to solicit proposals around more than 18 themes, soliciting nearly 500 proposals from over 9,000 unique visitors. Significant traffic was generated through use of social media.

In contrast, the Extractive Industries Transparency Initiative (EITI) commitment (commitment 2.1), led by the Department of Interior, followed a more traditional pattern of participation, possibly because it covered a highly technical narrowly focused agenda. However, the consultation process ultimately reached well beyond the specialist interlocutors based in Washington, DC, with the help of civil society actors. This OGP commitment led to the formation of a multistakeholder (government, civil society, and the private sector) group formally registered in accordance with the Federal Advisory Committee Act. This varied group included labor unions, advocacy nonprofits, oil companies, and investment groups.

Where engagement did not take place within an agency, the White House largely consulted the coalition of organizations coordinated by OpenTheGovernment.org (see prior section).¹ Beyond government-led efforts, the Open the Government Coalition's work during implementation was significant in that it met on a semi-regular basis to propose a roadmap for government² to develop civil society teams that tracked implementation of the plan, commitment by commitment.³ It released a civil society assessment of completion of commitments prior to the first year.⁴

However, it is often difficult to meet the requirement to provide open, ongoing forums beyond the capital. Open the Government Coalition, is a group of primarily Washington-based organizations, and the density of their networks and constituencies outside of the capital varies widely. According to the OGP process, the principal responsibility for creating broad-based, diverse forums for participation lies with the officials based in the executive branch of government responsible for developing the action plan. Open the Government Coalition, with OpenTheGovernment.org playing a coordinating role, is one of the major building blocks for successes in the U.S. action plan implementation, but government overreliance on the coalition could also limit the long-term outreach, and multi-sector approach of the Open Government Partnership in the United States.

¹ <http://www.openthegovernment.org/>; "Our Coalition Partners", OpenTheGovernment.org, <http://bit.ly/WoPOjE>.

² OpenTheGovernment.org, "Recommendations for Implementing the U.S. National Action Plan," OpenTheGovernment.org, December 2011, <http://bit.ly/15M0tGH>.

³ OpenTheGovernment.org, "Our Teams," <http://opengovpartners.org/us/our-teams/>.

⁴ OpenTheGovernment.org. Civil Society Report on Implementation of the First US National Action Plan. March 2013. Washington, DC: OpenTheGovernment.org. <http://www.openthegovernment.org/sites/default/files/NAP%20Final%20Evaluation.pdf>

IV | IMPLEMENTATION OF COMMITMENTS

All OGP participating governments are asked to develop OGP country action plans that elaborate concrete commitments over an initial two-year period.

Governments should begin their OGP country action plans by sharing existing efforts related to their chosen grand challenge(s), including specific open government strategies and ongoing programs. Action plans should then set out governments' OGP commitments, which stretch government practice beyond its current baseline with respect to the relevant grand challenge. These commitments may build on existing efforts, identify new steps to complete ongoing reforms, or initiate action in an entirely new area.

OGP commitments are to be structured around a set of five "grand challenges" that governments face. OGP recognizes that all countries are starting from different baselines. Countries are charged with selecting the grand challenges and related concrete commitments that most relate to their unique country contexts. No action plan, standard, or specific commitments are forced on any country.

The five OGP grand challenges are:

1. **Improving Public Services**—measures that address the full spectrum of citizen services including health, education, criminal justice, water, electricity, telecommunications, and any other relevant service areas by fostering public service improvement or private sector innovation.
2. **Increasing Public Integrity**—measures that address corruption and public ethics, access to information, campaign finance reform, and media and civil society freedom.
3. **More Effectively Managing Public Resources**—measures that address budgets, procurement, natural resources, and foreign assistance.
4. **Creating Safer Communities**—measures that address public safety, the security sector, disaster and crisis response, and environmental threats.

5. **Increasing Corporate Accountability**—measures that address corporate responsibility on issues such as the environment, anti-corruption, consumer protection, and community engagement.

While the nature of concrete commitments under any grand challenge area should be flexible and allow for each country's unique circumstances, all OGP commitments should reflect four core open government principles:

- **Transparency**—information on government activities and decisions is open, comprehensive, timely, freely available to the public, and meet basic open data standards (e.g. raw data, machine readability).
- **Citizen Participation**—governments seek to mobilise citizens to engage in public debate, provide input, and make contributions that lead to more responsive, innovative and effective governance.
- **Accountability**—there are rules, regulations, and mechanisms in place that call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform with respect to laws or commitments.
- **Technology and Innovation**—governments embrace the importance of providing citizens with open access to technology, the role of new technologies in driving innovation, and the importance of increasing the capacity of citizens to use technology.

Countries may focus their commitments at the national, local and/or subnational level—wherever they believe their open government efforts are to have the greatest impact.

Recognizing that achieving open government commitments often involves a multi-year process, governments should attach timeframes and benchmarks to their commitments that indicate what is to be accomplished each year, wherever possible.

This section details each of the commitments the United States included in its initial action plan.

1 | OPEN GOVERNMENT TO INCREASE PUBLIC INTEGRITY

1.1a & 1.1b | Promote Public Participation in Government: “We the People” Petition Platform

COMMITMENT SUMMARY		
LEAD INSTITUTION	Executive Office of the President (The White House)	
SUPPORTING INSTITUTIONS	None	
POINT OF CONTACT SPECIFIED?	No	
OGP VALUES	Participation, Technology and innovation	
OGP GRAND CHALLENGES	Increasing public integrity	
SPECIFICITY OF GOAL	High	
ACTION OR PLAN	Action	
LEVEL OF COMPLETION	LAUNCH “WE THE PEOPLE”	<p>NOT STARTED LIMITED (CURRENT) SUBSTANTIAL COMPLETE</p> <p>(PROJECTED)</p>
	NEXT STEPS	Maintenance and monitoring
	OPEN SOURCE “WE THE PEOPLE”	<p>NOT STARTED LIMITED (CURRENT) SUBSTANTIAL COMPLETE</p> <p>(PROJECTED)</p>
	NEXT STEPS	Continued work on basic implementation

Full text of the commitments

Promote Public Participation in Government

In the United States, we have a government of the people, by the people, and for the people, and the wisdom, energy, and creativity of the American public is the nation’s greatest asset. The United States is committed to expanding opportunities for public participation in government, and will:

- Launch the “We the People” petition platform. Building on President Obama’s desire to hear directly from the American people, the White House has announced that it will launch “We the People” to give Americans a direct line to voice their concerns to the Administration via online petitions. This is a tool to enable the public to create and sign petitions on a range of issues. If a petition meets

a public signature threshold, it will be reviewed by White House policymakers, who will consult relevant Administration officials and provide an official and public response. More information can be found at <http://www.WhiteHouse.gov/WeThePeople>.

- Open source for “We the People.” The White House plans to publish the source code of “We the People” so that it is available to any government around the world that seeks to solicit and respond to the concerns of the public.

What happened?

Both of the “We the People” commitments have been achieved.

The “We the People” e-petitions site was launched in September 2011 and the source code released on August 23, 2012. In essence, the public can petition the

White House by creating or signing a petition.

The White House then responds to petitions that meet a certain threshold of signatures. A response means that the White House makes clear its position on the existing policy issue.

The second part of this commitment dealt with putting the code online in an open source format. The code is now online at GitHub, a repository for online, open source code. It can be accessed at <https://github.com/WhiteHouse/petitions>. This posting allows the code to be used by any individual or country to develop an e-petitions site.

Other, steps were taken following the implementation period.

- Read API: The current code allows users to use and adapt a “read-only” application programming interface (API). This code allows individuals or organizations to send petitions from We the People to other sites (such as industry or civil society group websites).
- Bulk data download: The petitions and accompanying data are now available for a bulk download.¹
- Write API: At the time of writing, this API had not been released, which would allow users to write and sign petitions on websites external to the White House, but still have them appear on the White House site. According to White House staff, this innovation is still in progress.²

Did it matter?

During the assessment period, the site has proved to be an immensely popular innovation with the general public. Since its launch, 7.2 million people registered more than 11.6 million signatures on more than 178,000 petitions. More than 30 percent of these users signed petitions that reached the threshold needed to require a response from the government.³ In fact, the site has become so popular that the number of signatures required to trigger a White House response was increased from 5,000 to 100,000 as of 16 January 2013. At the time of writing, more than 130 official responses to petitions had been released.

Evidence of uptake and use by the public is clear. Whether the commitment influenced government policy or practice is a more difficult question. Clearly the commitment stretched government practice

beyond that which ever existed. The pledge to answer popular petitions created an unprecedented direct channel for mass citizen communication to the federal government. While U.S. citizens have often petitioned their government, the commitment to an official response once the petitions hit a certain level is new and could become quite important.

Policy impacts are difficult to detect, so far. Neither the government, nor the civil society stakeholders interviewed, could identify substantial changes resulting from this website. Minor exceptions were the petition to unlock cell phones from carriers, a petition for White House support for defeat of the Stop Online Piracy Act (SOPA) and Protect Intellectual Property Act (PIPA) legislation, and the attention it drew to “puppy mills.” Few would suggest that these were first-order policy problems. In other cases, the White House has used frivolous or impossible requests as efforts to educate the public, as in the “Deport Piers Morgan” petition (an attack on press freedom), an occasion to discuss freedom of speech and gun violence. (Piers Morgan is a British CNN talk show host who spoke out in favor of gun control.)

So far, this site has made no contribution to the public debate on major issues such as the war in Afghanistan, the budget deficit and debt ceiling battles, gun control, immigration reform or health care implementation. In fact, one government official interviewed said, “I don’t think it’s realistic to see this in the policy process.” That said, the site has delivered what was committed: a direct line to voice concerns and receive an official response.

Finally, there is evidence that the API and bulk data download have been used as evidenced by the 18 apps featured on the White House’s We the People API Gallery. It is unclear if the basic code for We the People has been used for petition platforms in other countries, as envisioned by the original commitment.

Moving forward

A headline in the *Atlantic* said it best: “The White House Petition Site Is a Joke (and Also the Future of Democracy).”⁴ Both citizens and government may yet learn how to use the new technology as a valuable tool in the democratic process.

For the development of the We the People platform, the next steps should include serious reflection on what an e-petition platform can achieve and what it cannot. Important issues might be:

- Does the new technology allow for raising issues that were not previously on the policy agenda?
- How could petitions interface with official policy-making, either in the legislative branch or at the agency level, if at all?
- Is there educational value to the new technology?
- Once interest groups start collecting petitions, will the site turn into just another place for those who try to game the system?
- Will there be a way for the individual to be heard?

With regard to the open sourcing of the code, there has been some innovation, but the site is likely to become even more popular when the public can submit petitions from other sites.

¹ United States. "We the People API." Updated September 2013. <https://petitions.whitehouse.gov/developers>

² Leigh Heyman, "There's Now an API for We the People," The White House Blog, 1 May 2013, <http://1.usa.gov/103G2km>.

³ Macon Phillips, "Sunshine Week: In Celebration of Civic Engagement," The White House Blog, 13 March 2013, <http://1.usa.gov/WaKnpD>.

⁴ Megan Garber, "The White House Petition Site is a Joke (and Also the Future of Democracy)," *Atlantic*, 16 January 2013, <http://bit.ly/S3ST83>.

1.1c | Promote Public Participation in Government: Best- Practices and Metrics for Public Participation

COMMITMENT SUMMARY	
LEAD INSTITUTION	Unclear
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Participation
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	High
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
NEXT STEPS	Continued work on basic implementation

Full text of the commitments
Promote Public Participation in Government

- Develop best practices and metrics for public participation. We will identify best practices for public participation in government and suggest metrics that will allow agencies to assess progress toward the goal of becoming more participatory. This effort will highlight agencies that have incorporated the most useful and robust forms of public participation to encourage other agencies to learn from their examples.

What happened?

This commitment has been postponed. According to the government self-assessment, it has not been completed because it will be incorporated into the U.S. government’s overall Digital Government Strategy, or will be published alongside it.

This explanation raises two issues. First, the commitment, as originally phrased was not limited to online participation. Second, at the time of writing

(August 2013), there was no explicit mention of public participation in the draft of the Digital Government Plan.¹

Did it matter?

The development and application of citizen engagement metrics could be significant because currently, implementation and evaluation of participation is uneven across federal agencies. It will be difficult to predict the potential significance of this commitment until implementation begins. It could have a harmonizing effect across agencies in areas of policymaking that are not already covered by regulations mandating participation, such as the Administrative Procedures Act or the Environmental Policy Act.

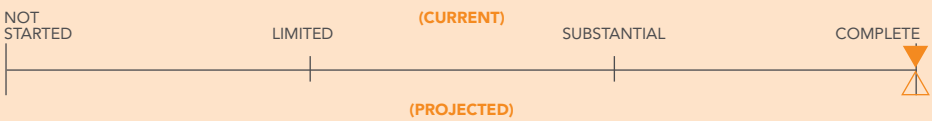
Moving forward

Next steps for this commitment might include:

- Clarifying the relationship between the Digital Government Strategy and public participation best practices and metrics;

- Publishing the draft of the guidelines;
- Inviting experts, civil society stakeholders, and agency officials to discuss best practices and key metrics; and
- Publishing a revised draft for both online and official participation.

1.2 | Modernize Management of Government Records

COMMITMENT SUMMARY	
LEAD INSTITUTION	Jointly between Office of Management and Budget and the National Archives and Records Administration (NARA)
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	None
OGP VALUES	Accountability
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	High
ACTION OR PLAN	Make a plan
LEVEL OF COMPLETION	
NEXT STEPS	Extension based on existing implementation

Full text of the commitments

Modernize Management of Government Records

The backbone of a transparent and accountable government is strong records management that documents the decisions and actions of the federal government. The transition to digital information creates new opportunities for records management, but much of government still relies on outdated systems and policies designed during a paper-based world. To meet current challenges, the United States will:

- Reform records management policies and practices across the executive branch. We will launch an initiative that will recommend reforms and require reporting on current policies and practices. The initiative will consider changes to existing laws and ask how technology can be leveraged to improve records management while making it cost effective. The initiative will seek a reformed, digital-era, government-wide records management framework that promotes accountability and performance.

What happened?

This commitment has been completed.

On 24 August 2012, OMB and the National Archives jointly issued the "Managing Government Records Directive" (M-12-18) after gathering significant input from federal agencies and outside groups. The directive includes concrete goals and timetables that begin in 2016 and go to 2019.¹

Civil society organizations felt that although the timelines were long, they were realistic and commendable. Those interviewed were worried that the deadlines are so far out that agencies are at risk of losing or destroying records during the intervening years.²

Did it matter?

This commitment has the potential to change the business of government significantly. The directive officially launches the process, and now the hard work will begin to put it into practice. The transition from paper to efficient electronic record keeping is an undertaking requiring many new systems.

As the Veteran Administration's recent troubles with digitizing large-scale paper records systems illustrates, there needs to be substantial financial and political commitment in this area. This widely-publicized case shows how the absence of modern record keeping can become a significant impediment to serving citizens.³

Moving forward

Because this commitment was to launch a process, future commitments, if they are to be included in a future action plan, could cover:

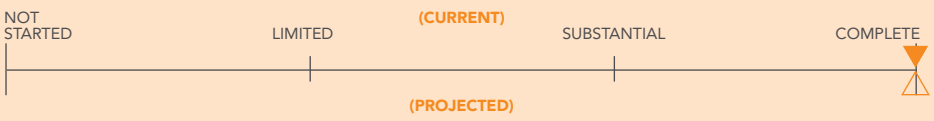
- Interim steps to ensure progress to 2016;
- Adequate budget to ensure that records can be digitized and systems built to do so;
- Specific proposals for addressing high-profile bottlenecks; and
- Clearer agency guidance on how and when to develop new records management systems.

¹ Managing Government Records Directive, M-12-18, (24 August 2012), <http://1.usa.gov/RJFRwQ>

² Participant at OGP Stakeholder Meeting, 21 May 2013.

³ Leo Shane, "Effort to Integrate DOD, VA Medical Records Draws Criticism," *Stars and Stripes*, 7 February 2013, <http://1.usa.gov/U3loSY>.

1.3a | Freedom of Information Act Administration: Professionalization

COMMITMENT SUMMARY	
LEAD INSTITUTION	Office of Personnel Management (OPM)
SUPPORTING INSTITUTIONS	Department of Justice (DOJ), Office of Government Information Services (OGIS)
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Extension based on existing implementation

Full text of the commitments

Continue to Improve Freedom of Information Act Administration

The Freedom of Information Act (FOIA) guarantees public access to executive branch agency records that are not exempted from disclosure. The Administration's reforms to date have increased transparency, reduced backlogs, and encouraged disclosure of government information before a FOIA request is made. To improve the administration of FOIA, the U.S. will:

- Professionalize FOIA administration. We will continue work on a new civil service personnel category (or job series) for officials who specialize in administering FOIA and other information programs. It is important to recognize the professional nature of the work done by those administering FOIA.*

What happened?

This commitment has been fulfilled.

The commitment sought to create the first specific federal public administration career path for at least

some FOIA specialists. The Office of Personnel Management announced a new civil service personnel category, called the Government Information Series, in March 2012. As of November 2012, 27 agencies employed 229 individuals in FOIA administration.

Did it matter?

This commitment is the start of what could be a substantial improvement over prior practice.

However, in their independent report, civil society groups suggest that the category has not lived up to its promise. Most agencies are simply reclassifying pre-existing job descriptions, rather than creating new, potentially higher-stature, career paths.¹

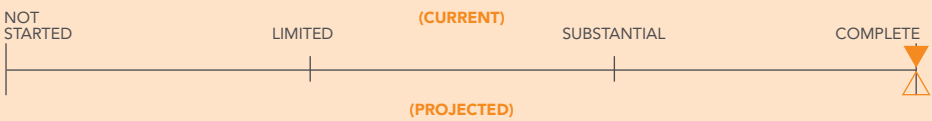
In particular, they cite the need for collaboration within the agency (between human resources and FOIA personnel), greater education about FOIA and records management among the agency's entire staff, as well as incorporation of FOIA responsiveness into performance reviews for staff.

Moving forward

The next action plan should specify additional steps to further professionalize this career path, based on input from stakeholders.

¹ OpenTheGovernment.org. *Civil Society Report on Implementation of the First US National Action Plan*. March 2013. Washington, DC: OpenTheGovernment.org.
<http://www.openthegovernment.org/sites/default/files/NAP%20Final%20Evaluation.pdf>

1.3b | Freedom of Information Act Administration: Harness the Power of Technology

COMMITMENT SUMMARY	
LEAD INSTITUTION	Office of Information Policy (OIP) in the Department of Justice (DOJ)
SUPPORTING INSTITUTIONS	DOJ Office of Government Information Services (OGIS)
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Extension based on existing implementation

Full text of the commitments

Continue to Improve Freedom of Information Act Administration

- *Harness the power of technology. We will expand our use of technology to achieve greater efficiencies in FOIA administration, including utilization of technology to assist in searching for and processing records.*
- *Moreover, as agencies increasingly post information on their websites, we will work to ensure that the information is searchable and readily usable by the public.*

What happened?

This commitment aimed to expand the use of technology for FOIA. It has been fulfilled in the letter, although some reservations remain among members of civil society interviewed.

The Department of Justice improved FOIA.gov, a central website for FOIA requests during the implementation period and with the addition of more agencies now accessible through the website (from six at the initial point of assessment to 29 at the time of writing).

FOIA.gov refers people to agency sites, rather than housing a central repository of FOIA requested information.

Because of the varied needs of different agencies, in terms of level of digitization and budget, OIP has issued guidance and tutorials on how to better use technology.

Did it matter?

In general, there has been some progress on reducing FOIA request backlogs. When the Administration took office, it inherited huge backlogs of FOIA requests. In spite of an increasing number of requests since then, the government has reduced the backlog by 45 percent since 2008. In addition, agencies have improved processing times for requests.

To specifically address this commitment, FOIA.gov presents an online dashboard allowing people to see which agencies have the highest “grant rates” for FOIA and which have the most denials.

FOIA.gov does not, however, solve one of the major problems cited by civil society organizations interviewed during the IRM process: FOIA.gov still refers individuals to separate websites for each of the

more than 100 government offices using the website.² This results in inefficient duplication of requests among agencies. For the non-specialist, who might not be immediately familiar with each of the offices, this complication can mean extensive searching to find the office responsible for a given document. This search adds inefficiency to the government side, as agents must make referrals to other offices.

In a relevant parallel development, several agencies have developed FOIAonline, which provides a central requesting tool and a public repository of requests. The Administration acknowledges the demand for such platforms, but states that, because the project is still in its infancy, expectations should be tempered. A relatively recent study by the FOI Ombudsman for the National Archives and Records Administration found that FOIAonline has the potential to create efficiencies as large as \$200 million by 2017.³

The FOIA-related commitments focus on technology and processing, and do not address several major information access concerns expressed by civil society stakeholders. The first of the persistent systemic issues is that government agencies increasingly declare exemptions in the FOIA law to deny information requests, as documented by the *Washington Post*. In a review of agency websites in the summer of 2012, the Post found that “The federal government was more likely last year than in 2010 to use the act’s exemptions to refuse information. And the government overall had a bigger backlog of requests at the end of 2011 than at the start, largely because of 30,000 more pending requests to the Department of Homeland Security. While the use of exemptions to deny requests fell initially, it rose 10 percent in 2011.”⁴

The denial rate may be linked to the issue of backlogs. The *Washington Post* study of FOIA points out that most of the pending FOIA requests, and the source of the current backlog, are requests at the Department of Homeland Security. No doubt many of these have national security implications. A larger problem with

open government is coming to terms with the competing values of openness and security. In the next stage of this process, leaders of this effort will have to come to terms with the following issue: To what extent do the protocols initiated post 9/11 need to be reviewed?

The Center for Effective Government also raised the issue of widely varying costs for requests among agencies.⁵

A final issue cited was that public servants in the Office of Information Policy (OIP) might have a conflict of interest because OIP is part of the Department of Justice, charged with defending government holdings.⁶

Moving forward

As a consequence of these findings, several new commitments should be undertaken to strengthen FOIA implementation:

- Review the post-9/11 framework for FOIA to identify areas where exemptions, especially in the Department of Homeland Security, and privacy issues need to be refined. This review would include FOIA request denials to determine the extent to which national security issues are contributing to the backlog and whether or not these issues are important enough to deny FOIA requests.
- In addition, as the government improves the FOIA online site, it needs to build in a capacity so that a request for information, if made to the wrong agency, can be routed to the correct agency. This method is in keeping with modern best practice in government known as “the no wrong door” approach.
- The government can develop either a feasibility study or a roadmap for expanding the adoption of FOIAonline or similar approaches, to help usability for the public. Future open government policy should reassess whether the role for coordination of FOIA should continue to be housed at the Office of Information Policy in the Department of Justice.

¹The dashboard is available at: <http://1.usa.gov/1fJKUco>.

²Participant at OGP Stakeholder Meeting, 21 May 2013.

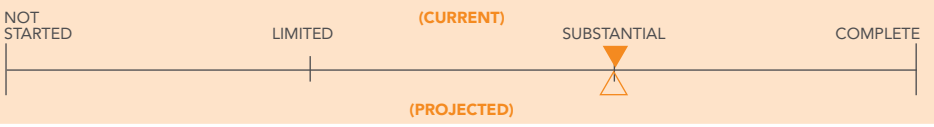
³Mitchell, Kirsten. “FOIA Portal Moving from Idea to Reality,” FOIA Ombudsman Blog, 9 January 2012, <http://1.usa.gov/xrHAeo>.

⁴James Ball, “Obama Administration Struggles to Live Up to Its Transparency Promise, Post Analysis Shows,” *Washington Post*, 3 August 2012, <http://wapo.st/OFFKfY>.

⁵Sean Moulton and Gavin Baker, “Freedom of Information Act Performance, 2012: Agencies Are Processing More Requests but Redacting More Often,” (Center for Effective Government, March 2013), <http://bit.ly/1hFI3B>.

⁶Open the Government Coalition, “FOIA is Looking Great...Through DOJ’s Rose-Colored Glasses,” (22 March 2013), <http://bit.ly/WJKKq8>.

1.4 | Declassify Historic National Security Information

COMMITMENT SUMMARY	
LEAD INSTITUTION	National Declassification Center (National Archives and Records Administration)
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Participation
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Extension based on existing implementation

Full text of the commitments

Declassify Historic National Security Information

In many cases, information that at one time was not made public for reasons of national security can eventually be made available through the declassification process. In Executive Order 13526, "Classified National Security Information," the President established a National Declassification Center to strengthen Open Government by improving coordination among agencies and streamlining the declassification process throughout the federal government. In the next year, the center will:

- Lead a multi-agency effort to declassify historically valuable classified records in which more than one agency has an interest, and to address the backlog of 400 million pages previously accessioned to the National Archives. The center will also oversee the development of standard declassification processes and training to improve and align declassification reviews across agencies. The center will consider public input when developing its prioritization plan, as well as report on its progress, provide opportunities

for public comment in a variety of media, and host at least one public forum to update the public and answer questions.

What happened?

There has been limited progress toward this goal. While a process has been launched and the backlog has been partly addressed, robust implementation of the process may have been beyond the scope of the Administration's capacity during this time. The National Declassification Center (NDC) was established in December 2009 by executive order, before the release of the U.S. OGP National Action Plan. The President then set a deadline of 31 December 2013 for the NDC to eliminate the backlog of almost 400 million pages of classified historical records. This ambitious deadline will not be met. However, the government claims that by the end of 2012 it had completed its assessment of the backlog.¹

Rapid progress toward reduction of the backlog is constrained by the review requirements in the Kyl–Lott Amendment to the National Defense Reauthorization Act (1999). This act requires all agencies "with equity"

(meaning an “interest”) to carry out a page-by-page review of documents that contain “restricted” or “formerly restricted” data. Sufficient resources for reviewing this backlog have never been allocated.²

The commitment also describes the work of the center in training and alignment, but the time frame for this is unclear from the text.

The commitment text refers to the importance of public input in the development of the plan to reduce the backlog and public consultation thereafter. The public consultation was successful. The civil society groups involved gave high marks to the staff members at the National Archives and Records Administration (NARA), who, they remarked, consulted meaningfully throughout the implementation process. In fact, the staff of OpenTheGovernment.org cited this as one of the most exemplary consultations among the commitments.

Did it matter?

Although this item is limited to declassification of historically valuable records, it is at the heart of much of what the government is coping with at the time of this report.

Declassification of historical records takes place in the context where classification and overclassification make many government records publicly inaccessible. According to the *Washington Post*, the volume of material being classified jumped 20 percent in 2011.³ Civil society groups recommend more emphasis on the issue of what should be classified in the first place. This issue may require changes in legislation, given the wide latitude for administrative discretion in deciding which documents should be classified and the relative difficulty of declassification.⁴

While civil society stakeholders interviewed were supportive of NARA and the NDC, they were more critical of agency reluctance to truly engage. They recommend setting up a way for all the agencies with equity in the declassification to view the proposed reclassification at the same time. While NDC has

added an evaluation cycle for the non-backlogged records, it does not seem to have made any impact.

Moving forward

This initiative should be the object of significant policy study. It is clear that, under the existing policy and personnel constraints, the serious declassification backlog will persist.

The Administration needs to lead an interagency process composed of the parts of government that deal with classified material and direct them to develop reforms that would reduce the amount of data classified in the first place and that would streamline the process for declassifying data. This process would include a review of relevant legislation.

Furthermore, if declassification continues to be an important part of the overall initiative, the intelligence community should be represented on the Interagency Working Group.

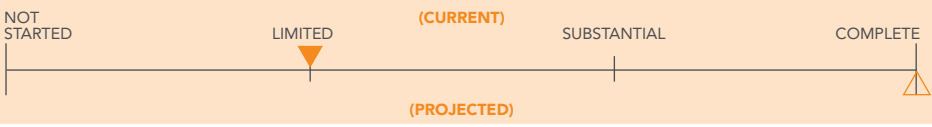
¹ National Archives and Records Administration, “Bi-annual Report on Operations of the National Declassification Center: Reporting period: July 1, 2012–December 31, 2012,” 22 January 2013, <http://1.usa.gov/1fLqBva>.

² Matthew Aid, “Declassification in Reverse: The U.S. Intelligence Community’s Secret Historical Document Reclassification Program,” *National Security Archive*, 21 February 2006, <http://bit.ly/SLkRVr>

³ James Ball, “Obama administration struggles to live up to its transparency promise, Post analysis shows,” 3 August 2012. Washington, DC: Washington Post.

⁴ Participants at OGP Stakeholder Meeting, 21 May 2013.

1.5 | Support and Improve Agency Implementation of Open Government Plans

COMMITMENT SUMMARY	
LEAD INSTITUTION	Executive Office of the President (the White House)
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Participation, Accountability
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	Low
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Continued work on basic implementation

Full text of the commitments

Support and Improve Agency Implementation of Open Government Plans

The Office of Management and Budget (OMB) Open Government Directive requires agencies to take immediate steps and to establish long-term goals to achieve greater openness and transparency. Over the next year, the United States will:

- Monitor agency implementation of plans. Taking account of the views and perspectives of outside stakeholders, the White House will carefully monitor agency implementation of the plans. As a result, agencies will improve their efforts to disclose information to the public and to make such disclosure useful, identify new opportunities for public participation in agency decisionmaking, and solicit collaboration with those outside government.

What happened?

Through the Open Government Interagency Working Group, the Administration tracked implementation of its initial open government plans. (See Section I, “Background” for an explanation of open government

plans under the Open Government Directive.) White House staff met with representatives from every agency to discuss implementation of their open government plans, and to brainstorm ideas on initiatives for a second version. Agencies released new versions of the plans during the implementation period, mostly in April of 2012. (Some, such as Department of Labor, posted its plan much later, though still within the implementation period. Others, such as the Internal Revenue Service and the Department of Defense suffer from broken website links and the plans are not accessible).

It is unclear from the self-assessment and the White House website exactly what actions were taken to monitor the implementation of the plans. The White House site does have an innovative dashboard which tracks initial implementation.¹ It falls short of providing evidence for this commitment in several respects:

- First, the White House site gave ratings for each agency’s open government plans, along each of the dimensions. These ratings do not, however, reflect the new, updated action plans. (Some agencies,

such as the Department of Commerce, have moved beyond version 2.0.)

- Second, while the ratings analyze each of the agencies plans; they do not review actual delivery of the changes proposed in the action plans.
- Third, underlying data for the ratings are unavailable. While most of the agencies provide easy access to the plans at [www.\[agency_name\].gov/open](http://www.[agency_name].gov/open), fewer have easy access to indicators of implementation.

In sum, these issues make progress tracking and comparison both time and labor intensive and make interagency learning more difficult. This is a lost opportunity, especially for those “flagship initiatives” many of which could be shared between agencies. Additionally, it makes informal mechanisms for influencing agencies either from the White House or from the public less effective.

Did it matter?

The initiative is important because it aims to encourage agencies to adopt specific, new open government goals.

Civil society groups met with several agencies producing open government plans near the time of their publication. The groups concluded that, in general, the lack of responsiveness from the agencies was a sign that these plans were not a White House priority. At the same time, they understood the significant amount of work that went into producing new plans or updating old plans.²

Moving forward

Future action plan goals should specify measures to bolster the official monitoring of agency progress toward their open government commitments.

To fully implement the review and accountability function, monitoring should be built into the ongoing processes of the government. There are two options. One is to build significant staff capacity in the White House itself. By way of comparison, to monitor

implementation of the National Performance Review’s recommendations, then-Vice President Al Gore’s office had a full-time staff of between 70 and 100 people, in addition to agency staff. A second option is to build a review of these items into the Office of Management and Budget’s (OMB) budget cycle and to make the OMB political associate deputy position responsible for monitoring implementation. Admittedly, positioning the work in OMB would risk having agency staff regard the initiative as another possible budget-cutting proposal.

As components of open government plans are reworked to create more meaningful and realistic goals, agencies could become more enthusiastic about implementation. If open government plans include plans for reducing FOIA backlogs or addressing issues of classification and declassification, they could significantly reinvigorate the process.

¹The White House’s Open Government Dashboard is available at: <http://1.usa.gov/9aFfMq>

²Participants at OGP Stakeholder Meeting, 21 May 2013.

1.6a & 1.6b | Strengthen and Expand Whistleblower Protections for Government Personnel

COMMITMENT SUMMARY		
LEAD INSTITUTION	Executive Office of the President (The White House)	
SUPPORTING INSTITUTIONS	None	
POINT OF CONTACT SPECIFIED?	No	
OGP VALUES	Participation, Technology and innovation	
OGP GRAND CHALLENGES	Increasing public integrity	
SPECIFICITY OF GOAL	High	
ACTION OR PLAN	Action	

LEVEL OF COMPLETION	LEGISLATIVE ADVOCACY	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
	NEXT STEPS	Extension based on existing implementation
	EXECUTIVE ACTIONS	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
	NEXT STEPS	Extension based on existing implementation

Full text of the commitments

Strengthen and Expand Whistleblower Protections for Government Personnel through Legislative and Executive Actions

Employees with the courage to report wrongdoing are a government’s best defense against waste, fraud, and abuse. Federal law clearly prohibits retaliation against most government employees who blow the whistle, but some employees have diminished protections, and judicially created loopholes have left others without an adequate remedy. To address these problems, we will:

- Advocate for legislation to reform and expand whistleblower protections. Recently, Congress nearly enacted legislation that would eliminate loopholes in existing protections, provide protections for employees in the intelligence community, and create pilot programs to explore potential structural

reforms in the remedial process. The Administration will continue to work with Congress to enact this legislation.

- Explore use of executive branch authority to implement reforms if Congress is unwilling to act. Statutory reform is preferable, but if Congress remains deadlocked, the Administration will explore options for using executive branch authority to strengthen and expand whistleblower protections.

What happened?

Each of these commitments has been completed and was on track for completion at the outset of the action plan process.

On 27 November 2012, the President signed the Whistleblower Protection Enhancement Act (WPEA).¹ It closed loopholes and upgraded protections for federal workers by (1) bringing more areas of worker reporting

under protection of the law; (2) improving procedures when whistleblowers file claims for retaliation; and (3) giving new administrative powers to various federal offices to advocate on behalf of whistleblowers.

The law did not, however, extend protection broadly to the national security agencies (with the notable exception of the Transportation Safety Administration). When it became clear that Congress would not institute these measures, the President issued Presidential Policy Directive 19 (PPD 19), extending whistleblower protections to the national security and intelligence communities in October 2012.² This measure is intended to bolster *internal* governmental channels for officials to report possible waste, fraud, or abuse, outside their normal channels of authority. Specifically, the directive expands the coverage of whistleblower protections to national security and intelligence officers, provides them a list of rights in cases of reprisal, and creates a framework for filing internal complaints against reprisals.³

Did it matter?

This issue is at the heart of many of the political problems the Administration is facing at the time of writing. Although these improvements to whistleblower protection are significant, the Department of Justice has prosecuted a record number of individuals who considered themselves to be whistleblowers.⁴ Evaluating these developments falls outside of the scope of the IRM, but they do point to the controversial political context in which these commitments were addressed.

Civil society groups interviewed in the process of preparing this report gave the Administration high marks in implementing this commitment, making clear that these commitments were a “very heavy lift for the Administration, requiring a lot of sign-off from security agencies.”⁵ Indeed, the Presidential directive was initially an internal document for the White House and relevant agencies, but was made public after pressure from civil society groups.

Civil society groups lauded expansion of protection to a larger number of workers, the expanded definitions of whistleblowing in terms of “waste, fraud, and abuse,” and the enumeration of rights and procedures given to national security and intelligence personnel.

Conversely, a number of issues frustrated the groups, limiting their unequivocal “kudos” to the Administration:

- *Limited consultation in developing the plan and public oversight over implementation.* The PPD will continue to be implemented with only internal oversight. This rule means that there is no required reporting on cases or dialogue with watchdog groups. As a result, whistleblower advocates, to assess implementation, will need to continue to rely on Congress and on those whistleblowers who go outside the procedures established by PPD 19.
- *Excessive amounts of discretion allowed in applying the PPD.* PPD 19 contains a complex set of rights and procedures that will apply differently across agencies. (The provision on the Inspectors General Panel, for example might not apply to the National Security Agency, which does not have such a position.)
- *Lack of education for employees covered by the PPD.* Given the initially nonpublic nature of the document, many employees covered by PPD 19 may not know their rights under the directive.
- *The internal-to-agency system for whistleblower protection.* There are potential conflicts of interest with regard to Inspector General (IG) roles in reviewing alleged cases of retaliation, given that the IGs are responsible for establishing a panel for review of reprisal, but often report to agency heads. Agency heads, in turn have the discretion to take or not take actions based on the IG panel’s recommendations.
- *Growth of the national security state.* Civil society groups have argued that a growing number of federal workers have been reclassified as “sensitive,” meaning that they are moved from the relatively robust whistleblower protections under the WPEA and the Merit-Based Performance System to the weaker protections under PPD 19. Many of those who were moved, according to the Project on Government Oversight do not handle classified documents. An ongoing court case deals with this reclassification issue. According to civil society, an appeal by the Administration after the court found the reclassification excessive erodes faith in the Administration on this issue. Additionally, with the growing classification of documents, issues that previously might not have invoked whistleblower protections will need to do so.

- *Continued exemption for national security and intelligence contractors.* PPD 19 does not provide whistleblower protections to private contractors who work for national security and intelligence agencies, even though they constitute a significant part of the workforce carrying out federal government operations.
- *Limited ability to report to members of Congress.* Whistleblowers covered by the PPD can only report to congressional committees with formal jurisdiction over security issues. Watchdog groups worry that many of these legislative committees are too close to the agencies to provide a valuable outlet.

Moving forward

This commitment has been delivered and significant protections have been enhanced. Yet, further commitments will need to be undertaken to address some of the larger issues brought up during this review and elsewhere.

Specifically:

- A high-level multi-sector working group, perhaps convened by the National Security Council, can consider and identify the major drivers of leaks and whistleblowing cases, including overclassification of documents and limited procedural options for certain classes of workers. This team would be able to establish a sequence of executive actions to begin to address the issues that are undermining whistleblower protection currently. Civil society groups have identified a long list of reforms that might be a starting point for such an action.

¹ Dylan Blaylock, "President Signs Whistleblower Protection Enhancement Act (WPEA)," Government Dylan Accountability Project Blog, 27 November 2012, <http://bit.ly/RgTeVn>.

² <https://www.fas.org/irp/offdocs/ppd/ppd-19.pdf>.

³ "Protecting Whistleblowers with Access to Classified Information," Presidential Policy Directive/PPD-19, 10 October 2012, <http://bit.ly/11TqwZ1>.

⁴ Phil Mattingly and Hans Nichols, "Obama Pursuing Leakers Sends Warning to Whistle-Blowers," Bloomberg, 17 October 2012, <http://bloom.bg/Ralbdz>.

⁵ Angela Canterbury, Project on Government Oversight (POGO), interview with the IRM, September 2013.

⁶ *Berry vs. Conyers and Northover* under Acting Director Berry is now referred to as *Kaplan vs. Conyers and Northover*.

⁷ Angela Canterbury, interview, September 2013.

⁸ OpenTheGovernment.org, "Whistleblowers," in "Mapping an Open Government Legacy: Draft of the Second National Action Plan," <http://bit.ly/1c8DiOp>.

1.7 | Enhance Enforcement of Regulations through further Disclosure of Compliance Information

COMMITMENT SUMMARY	
LEAD INSTITUTION	Environmental Protection Agency, Occupational Safety and Health Administration, National Transportation Safety Board
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Accountability, Technology and innovation
OGP GRAND CHALLENGES	Increasing public integrity
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Develop a plan
LEVEL OF COMPLETION	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
NEXT STEPS	Continued work on basic implementation

Full text of the commitments

Enhance Enforcement of Regulations through further Disclosure of Compliance Information

From highway safety and clean air to workers’ safety and toxic chemicals, smart regulations cannot work without effective enforcement. Disclosure of regulatory compliance information helps foster fair and consistent enforcement of important regulatory obligations. The President issued a memorandum requiring federal enforcement agencies to make public compliance information easily accessible, downloadable, and searchable online. In the next year, federal agencies will:

- Provide enforcement and compliance data online. Agencies will continue to develop plans for providing greater transparency about their regulatory compliance and enforcement activities, and look for new ways to make that information accessible to the public.

What happened?

The IRM finds progress on this commitment to be limited.

The President issued a “Memorandum on Regulatory Compliance”¹ on 18 January 2011. The memorandum directed “agencies with broad regulatory compliance and administrative enforcement responsibilities to make the data available online within 120 days.”

A number of agencies—the Environmental Protection Agency (EPA), Department of Transportation, Department of Commerce, and the Food and Drug Administration (FDA)—developed plans to meet the requirements set out by the memorandum prior to the implementation period assessed in this report. The FDA updated its plan and provided a summary of public comments on the action plan during the implementation period. For that reason, it seems that most relevant agencies did not “continue to develop plans” during the implementation period.

Did it matter?

The EPA has a well-developed website, Enforcement and Compliance History Online (ECHO), which could be a model for other agencies looking to put law enforcement data online. However, it is not clear what

advances were undertaken during the implementation period to move implementation of ECHO forward. Where there was forward movement, it is not clear that it can be attributed to this commitment.

In some sense, this is a lost opportunity as some U.S. agencies (such as EPA and the Occupational and Safety Hazards Administration) are world leaders in providing this very useful data to scientists, communities, and activists who may often work in concert with law enforcement officers.

Moving forward

The IRM recommends that official enforcement and compliance data sets be prioritized for future disclosure. These data sets can create efficiencies in law enforcement by bringing in the watchful eyes of citizens to sort through much of the self-reported industry data, they can also help law enforcement set priorities by establishing where violations are most often occurring, and they can ensure that law enforcement officers and inspections officers are carrying out their statutory duty.

Progress toward meeting this commitment appears to require increased dedication of funds. The establishment of an interagency working group should be encouraged.

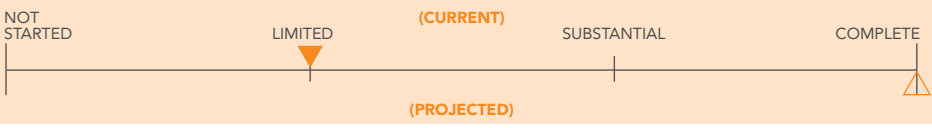
As a stretch goal, the United States might also consider a universal corporate ID. Many facilities owned by parent companies use different IDs. By introducing and adopting a universal corporate ID, agencies would allow various facilities and violations to be tied together by controlling interest where applicable. This ID would serve to unify much of the health and safety data across databases.

Another stretch goal might be to have leading U.S. agencies share enforcement and compliance data systems with other countries, as the United States is currently a global leader in this area.

¹Regulatory Compliance Presidential Memorandum, Federal Register 76, no. 14 (18 January 2011), <http://1.usa.gov/fDzDCi>.

1.8 | Increase Transparency of Legal Entities Formed in the United States

COMMITMENT SUMMARY

LEAD INSTITUTION	Executive Office of the President
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information
OGP GRAND CHALLENGES	Increasing public integrity, Increasing corporate accountability
SPECIFICITY OF GOAL	Low
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Significant revision of the commitment

Full text of the commitments

Increase Transparency of Legal Entities Formed in the United States

Legal entities can provide access to the international financial system for illicit actors and may frustrate financial investigations. To increase transparency over the next year, we will:

- Advocate for legislation requiring meaningful disclosure. As a critical element of a broader strategy to safeguard the international financial system from abuse of legal entities, the Administration will advocate for legislation that will require the disclosure of meaningful beneficial ownership information for corporations at the time of company formation.

What happened?

As the government self-assessment states, there has been significant effort by the Obama White House to advocate legislation to release data on beneficial (ultimate) ownership of corporations. The Administration cleared three legislative proposals in 2010 that would have required transparency of legal entity ownership. They supported Senate Bill 2956, the

“Incorporation Transparency and Law Enforcement Assistance Act,” which was referred to the Homeland Security and Government Affairs Committee twice and died there. Sen. Carl Levin (D-Michigan) reintroduced the bill in August 2011 as Senate Bill 1483 and a companion bill was introduced in the House of Representatives as House Resolution 3416 in November 2011. They also died in committee.

Civil society groups interviewed were not aware of sustained legislative advocacy on the part of the White House. The Department of Treasury had limited engagement with Sen. Levin’s staff and Sen. Thomas Carper’s (D-Delaware) staff, as well as Delaware state officials. (Delaware plays a key role as the state where many U.S. corporations are registered.) The Department of Justice also made remarks before the House Judiciary Committee and at an international conference.¹

During later parts of the implementation period, already limited efforts to advocate for legislation waned. The government self-assessment states that industry interest groups resisted the proposal, claiming that such information would be “burdensome to

states, costly to administer, and hamper legitimate company formation services.”² It is clear from the self-assessment, however, that many in the Administration still feel that such information is key to reducing financial crimes and reducing risk in the international financial system.

In the absence of legislation, the Administration has taken actions not covered by the letter of the commitment, but in the spirit of the commitment. During 2012, the government issued an “advance notice for proposed rulemaking.” The rule that may come from this process could lead to financial institutions being required to collect beneficial ownership information of their corporate clients.³ Such a rule would not gather that information from companies at the time of formation, as described in the commitment, but rather on existing companies. At the time of writing, based on their discussions with White House officials, civil society organizations feel that the intent of Treasury is to make this information available only to regulators, rather than to members of the public. While this would be a major step forward for increasing regulators’ capacity to pursue financial crimes, it is not clear how the actions would have the necessary public interface required to make it relevant to the values of the Open Government Partnership.⁴ The United States, as a member of the inter-governmental Financial Action Task Force, has been criticized for not meeting the international standard of collecting bank information.⁵

The government self-assessment also references work in March 2013 (after the new legislative session had begun and outside of the period of assessment for this report) to reintroduce legislation. It is unclear whether the White House has carried out any actions during the 2013 calendar year to advocate this legislation in committees with jurisdiction. The new legislation seems to lack even the modest support (through blog posting) shown by Treasury and Justice during the last round of legislative advocacy.

Did it matter?

This commitment did not have a significant impact because it was, by and large, unimplemented. If fully implemented, such legislation could aid in regulating risky financial behavior and put limits on the formation of shell companies in the United States and elsewhere.

The U.S. government demonstrated its interest in improving regulatory and enforcement capacities. Even before 9/11 and the 2008 financial crisis, Treasury, especially, had been interested in understanding company ownership and formation in order to fight drug cartels. After 9/11, substantial resources have been expended to understand the sources of money in the war on terror. Additionally, the focus of the Group of Eight (G-8) countries for the UK chair year is on promoting tax compliance and improving transparency. Enhanced citizen oversight through improved transparency could help bolster the regulatory capacity and empower officials to carry out law enforcement activities.

Moving forward

Several new elements could strengthen the prospects for legislation that would mandate public disclosure of corporate ownership:

- Bring in the international law enforcement community to clarify what public disclosure measures would increase their capacity to pursue financial crimes, and to help respond to the objections of business interests.
- Carry out a broader campaign to get senators with appropriate jurisdiction to support the bill.
- Consult with state government officials, such as attorneys general, to increase support for the bill. Consider advocacy by the Vice President of the United States to ensure that legislators from states with significant interest are able to engage in this topic.
- Continue with measures to require banks to collect company information on current and new companies concurrent with the recommendations of the intergovernmental Financial Action Task Force (which has criticized the United States for not meeting standards).

In the absence of legislation, regulatory requirements to enhance disclosure of company information to the public, even if only information gathered from financial institutions, would be consistent with the U.S. commitment to OGP values.

¹Stefanie Ostfeld, Global Witness, personal communication with the IRM, September 2013.

²United States. The Open Government Partnership: Government Self-Assessment Report for the United States of America. 29 March 2013. Washington, DC: United States. Page 22.

³For example: <http://www.treasury.gov/about/organizational-structure/offices/Pages/Office-of-Terrorism-and-Financial-Intelligence.aspx>.

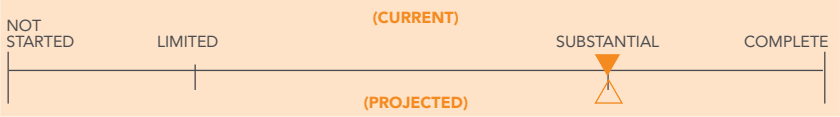
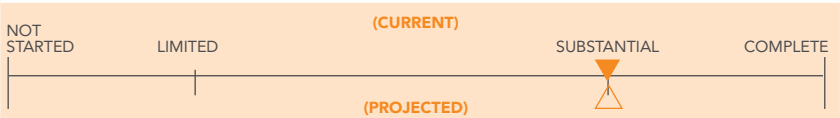
⁴Nathaniel Heller, Global Integrity, personal communication with the IRM, September 2013.

⁵Stefanie Ostfeld, Global Witness, personal communication, September 2013.

2 | OPEN GOVERNMENT TO MANAGE PUBLIC RESOURCES MORE EFFECTIVELY

2.1a & 2.1b | Natural Resource Revenue: Implement Extractive Industries Transparency Initiative and Disclosing Revenue Collection

COMMITMENT SUMMARY		
LEAD INSTITUTION	U.S. Department of the Interior	
SUPPORTING INSTITUTIONS	Unclear	
POINT OF CONTACT SPECIFIED?	No	
OGP VALUES	Access to information, Public participation, Accountability	
OGP GRAND CHALLENGES	More effectively managing public resources	
SPECIFICITY OF GOAL	High	
ACTION OR PLAN	Both	

LEVEL OF COMPLETION	IMPLEMENTING EITI	
	NEXT STEPS	Continued work on basic implementation
	REVENUE COLLECTION PLANNING	
	NEXT STEPS	Continued work on basic implementation

Full text of the commitments

Implement Extractive Industries Transparency Initiative and Disclose Revenue Collection

The Extractive Industries Transparency Initiative (EITI) has developed a voluntary framework under which governments publicly disclose their revenues from oil, gas, and mining assets, and companies make parallel disclosures regarding payments they make to obtain access to publicly owned resources. These voluntary disclosures are designed to foster integrity and accountability when it comes to development of the world’s natural resources. This Administration:

- Commits to implement the EITI to ensure that taxpayers are receiving every dollar due for extraction of our natural resources. The United States is a major developer of natural resources. It collects

approximately \$10 billion in annual revenues from the development of oil, gas, and minerals on federal lands and offshore, and disburses the bulk of these revenues to the U.S. Treasury, with smaller portions disbursed to five federal agencies, 35 states, 41 American Indian tribes, and approximately 30,000 individual Indian mineral owners. By signing onto the global standard that EITI sets, the U.S. government can help ensure that American taxpayers are receiving every dollar due for the extraction of these valuable public resources.

- Will work in partnership with industry and citizens to build on recent progress. The Administration has already made important strides in reforming the management of our natural resources to ensure that there are no conflicts of interest between the pro-



duction and the collection of revenues from these resources. Signing onto the EITI initiative will further these objectives by creating additional “sunshine” for the process of collecting revenues from natural resource extraction. Industry already provides the federal government with this data. We should share it with all of our citizens. Toward that end, the federal government will work with industry and citizens to develop a sensible plan over the next two years for disclosing relevant information and enhancing the accountability and transparency of our revenue collection efforts.

What happened?

The U.S. government has joined the EITI. Following development of its EITI plan, the next step is to submit itself to move from “candidate” status to EITI “compliant” standard.

Civil society, government, and industry representatives have been involved in the U.S. EITI Advisory Committee (officially convened under the Federal Advisory Committee Act guidelines).¹ The government held two public comment periods, seven listening sessions (Anchorage, Denver, Houston, New Orleans, Pittsburgh, St. Louis, and Washington, DC), a webinar, and a workshop. In this sense, this commitment is distinguished by the amount of outreach and participation in comparison with many of the other commitments.

During much of the implementation period, the Department of Interior dedicated its efforts to formation of a multisectoral advisory committee, which will develop the U.S. plan to submit for its candidacy to EITI.²

This committee began formally meeting after the implementation period assessed in this report. Its proceedings, however, are worth noting. In the committee’s first meeting (February 2013) participants unearthed a variety of issues.

- Should the EITI standards apply to state and local revenues as well as to federal revenues?
- Should revenues be monitored at the point of extraction or at the point of processing?

- Are current systems for reporting data adequate?
- Are there other sectors, such as forestry, that should be included in addition to traditional ones such as oil and gas?

The committee held several meetings.³

Did it matter?

The EITI is a collaborative multistakeholder process that brings governments and companies into compliance with a standard of data reporting around extractives revenues. While important, it is overshadowed domestically and internationally by events surrounding Section 1504 of the Dodd-Frank Wall Street Reform and Consumer Protection Act. That law “requires that the Securities and Exchange Commission (SEC) issue final rules by 17 April 2011 requiring each “resource extraction issuer” to include in its annual report filed with the SEC certain information regarding payments made to the U.S. and foreign governments in furtherance of commercial development of oil, natural gas, or minerals.”⁴ The act is distinguished by its legal nature (EITI is voluntary), the broad coverage of companies, and the specific types of data required that are not required by EITI.

This national law promised to make natural resource revenue payments more transparent worldwide. An initial set of rules was published in August 2012; in July 2013, however, a U.S. District Court ruled that the SEC reconsider Section 1504 of Dodd-Frank, arguing that it required industry to give out too much information to the public. While this ruling was a setback for advocacy groups, the section was not thrown out entirely. The court’s ruling affected only current SEC regulations, not the law itself, and thus this issue is still alive.⁵

Moving forward

The next step toward this commitment is for the U.S. government to complete its preparation and to submit its candidacy as an EITI country.

Additionally, much of the U.S. role as a world leader in revenue transparency will depend on the level of advocacy and support the government is willing to put into the still-disputed regulations around Section 1504 of Dodd-Frank. This advocacy extends beyond

the Administration to the SEC. However, sustained White House support for new SEC regulations in the face of considerable opposition may improve U.S. performance in the EITI by complementing the voluntary reporting standards of EITI with the mandatory reporting requirements under Dodd-Frank.

¹<http://www.doi.gov/eiti/upload/members-2.pdf>

²A constantly updated list of members of this committee is available at: <http://on.doi.gov/1dXPJdN>.

³Minutes of the meetings are available at <http://www.doi.gov/eiti/FACA/meetings.cfm>.

⁴John Elofson and Ryan McGee, "Dodd-Frank Act Disclosure Rules for Extractive Industries Effective Today," *Davis Graham & Stubbs LLP Finance & Acquisitions Alert*, 20 August 2010, <http://bit.ly/15NT75J>.

⁵Stella Dawson, "Advocacy Groups Place Hope on SEC Sharpening Its Rules after Court Strikes Blow to Extractives Disclosure," (Thomson Reuters Foundation, 2 July 2013), <http://bit.ly/18SKlaA>.

2.2 | Increase Transparency in Spending by Applying Lessons from the Recovery Act to All Federal Spending

COMMITMENT SUMMARY	
LEAD INSTITUTION	Government Accountability and Transparency Board (GATB)
SUPPORTING INSTITUTIONS	The Recovery Accountability and Transparency Board, Office of Management and Budget, US Department of the Treasury
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Accountability
OGP GRAND CHALLENGES	More effectively managing public resources
SPECIFICITY OF GOAL	High
ACTION OR PLAN	Develop a plan
LEVEL OF COMPLETION	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
NEXT STEPS	Extension building on existing implementation

Full text of the commitments

Open Government to Manage Public Resources More Effectively

Increase Transparency in Spending by Applying Lessons from the Recovery Act to All Federal Spending

The Administration has provided the public detailed information about stimulus spending (Recovery.gov), federal procurement, and financial assistance spending, down to the subaward level for grants and contracts (USAspending.gov), the accuracy of payments to nonfederal recipients to reduce fraud, waste, and abuse (Paymentaccuracy.gov), and federal information-technology spending (it.usaspending.gov). In the coming year, the United States will:

- Provide strategic direction to increase transparency. On 13 June 2011, the President furthered his commitment to federal spending transparency in Executive Order 13576, which established the new Government Accountability and Transparency Board (GATB). Within six months of its establishment, the GATB was to provide a report to the President

recommending concrete steps that can be taken to achieve the goals of the executive order. The report will focus on integrating systems that collect and display spending data, ensuring the reliability of those data, and broadening the deployment of cutting-edge technologies that can identify and prevent fraud.

What happened?

This commitment was implemented. The Government Accountability and Transparency Board (GATB) provided a report to the President recommending concrete steps to achieve Executive Order 13576.¹ The report covered the required areas of “integrating systems that collect and display spending data, ensuring reliability of data, and broadening the deployment of cutting-edge technologies that can identify and prevent fraud.” In addition, it made recommendations to unify important spending data into a cloud-based system and to develop a universal award ID for contractors.

It is notable that the civil society evaluation of this

commitment gave low marks for public consultation and collaboration because much of the commitment action had already been completed prior to its inclusion in the national action plan.²

Did it matter?

Following on the development of the strategy, the GATB can be credited with a number of outcomes following implementation. Based on the information gathered, in part, by centralizing other databases, the board launched a “Do Not Pay”³ tool to help the federal government avoid improper payments and the Office of Management and Budget (OMB) directed agencies to check a “Do Not Pay List”⁴ before issuing an award.

At the time of writing, the government committed itself to develop a plan with civil society to make USAspending.gov as useful as possible. It remains to be seen through the end of 2013 how much progress will be made. As it stands, USAspending.gov, provides data on financial assistance and contract awards easily searchable by state or by policy area. These data have always been public but this site should make them much easier to see.

One area where progress is unclear based on the government’s self-assessment is the creation of unique award IDs for grants. These IDs would allow faster tracking of spending and outcomes of individual grants. The civil society assessment (March 2013) of unique award IDs states that OMB had received input from agencies on how to proceed, but had not yet issued guidance.

Moving forward

While this commitment is formally completed, continued work on implementation should focus on developing and applying the unique award ID. If other future commitments are to cover priority setting or implementation under the GATB, a more collaborative process with stakeholders, including journalists, who would carry out such assessments, would be appropriate.⁵

¹Government Accountability and Transparency Board, “Report and Recommendations to the President,” (December 2011), <http://1.usa.gov/rSdHWG>.

²The Open Government Partners civil society evaluation of this commitment is available at: <http://bit.ly/174UahV>.

³The Treasury’s “Do Not Pay” tool is available at: <http://donotpay.treas.gov/>.

⁴Reducing Improper Payments through the “Do Not Pay List,” Directive M-12-11, (12 April 2012), <http://1.usa.gov/18SMp2m>.

⁵Participants at OGP Stakeholder Meeting, 21 May 2013.

2.3 | Increase Transparency of Foreign Assistance

COMMITMENT SUMMARY	
LEAD INSTITUTION	Office of Management and Budget
SUPPORTING INSTITUTIONS	U.S Agency for International Development (USAID), Department of State
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Accountability
OGP GRAND CHALLENGES	More effectively managing public resources
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Both
LEVEL OF COMPLETION	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
NEXT STEPS	Continued work on basic implementation

Full text of the commitments
Increase Transparency of Foreign Assistance

Greater foreign aid transparency promotes effective development by helping recipient governments manage their aid flows and by empowering citizens to hold governments accountable for the use of assistance. Increased transparency also supports evidence-based, data-driven approaches to foreign aid (assisted, where appropriate and feasible, by the use of randomized controlled experiments). Building on these commitments, the United States will:

- Release and implement government-wide reporting requirements for foreign aid. These requirements will direct all federal agencies that administer foreign assistance to provide timely and detailed information on budgets, disbursements, and project implementation. Agencies will be responsible for providing a set of common data fields that are internationally comparable. The information collected through this initiative will be released in an open format and made available on a central portal—the Foreign Assistance Dashboard (ForeignAssistance.gov)—that will be updated quarterly.

What happened?

This commitment has seen limited implementation. The first aspect of the commitment, on reporting requirements, has been completed. The Office of Management and Budget has issued government-wide reporting requirements and is dedicating a full-time team to work on its implementation. Bulletin 12-01 directs agencies to publish their data to the Foreign Assistance Dashboard.

In terms of implementation, the dashboard is up and running and will expand over time to cover more agencies. Three agencies (the U.S. Agency for International Development (USAID), Millennium Challenge Corporation, and Department of Treasury) had data on the Foreign Assistance Dashboard at the end of the implementation period assessed.¹ This has since been expanded to five agencies (to include Department of Defense and Department of State). This represents a portion of total U.S. official development assistance, much of which goes out through 15 other agencies.

In December 2012, the United States agreed to publish its data under the International Aid Transparency Initiative (IATI) guidelines.² Partial information from USAID has been filed to meet compliance with IATI guidelines.³

Following the implementation period assessed in this report, Congress introduced the Foreign Aid Transparency and Accountability Act. This act would strengthen implementation of this commitment by establishing uniform guidelines for aid reporting and ensuring that the Foreign Assistance Dashboard is periodically updated. The bill was still in committee at the time of writing (September 2013).

Did it matter?

The potential benefits of increasing aid transparency are significant for highly indebted poor countries and for aid-dependent governments. Increasing aid transparency down to the country and program level will better allow both policymakers and citizens to track receipts and expenditures of aid, potentially reducing the opportunity for waste, duplication, and corruption. It will also allow aid-recipient governments to better coordinate donor investment and allow donor countries to harmonize those investments.

The foreign aid community of nongovernmental organizations has been watching implementation carefully. They have praised the efforts of the Millennium Challenge Corporation, which they see as a model for other agencies, while criticizing the bottleneck at the State Department in getting data transferred to the IATI system.

In spite of the existence of an interesting and easy-to-navigate dashboard, the stakeholders interviewed were pessimistic about the progress on this issue. One person stated that “there is no political will” and another that the State Department team in control of this process was a “bottleneck” impeding further progress and that it was “consumed by the interagency process.”

Moving forward

Continued implementation of this commitment is warranted. Specifically, the United States can expand coverage of the data gathering to more aid agencies and build the IATI reporting requirements into the information technology systems for reporting at each agency to lessen the reporting burden.

The data provided currently is only disaggregated to the program or project level by USAID. For this information to be truly useful to country advocates or international networks, it will need to be disaggregated for all relevant agencies at the country level, by contractor, and by geography.

Further implementation of this initiative faces the challenge posed by the multiple, sometimes competing objectives that drive U.S. foreign aid policy, including aid effectiveness, country ownership, and geopolitical goals. This tension, inherent in U.S. aid policy, will inevitably be at the core of bureaucratic resistance to full transparency. To deal with it, the contribution of aid transparency to improving aid effectiveness and governance at the national level should be made clearer.

¹The Foreign Assistance Dashboard is available at: <http://foreignassistance.gov/>.

²International Aid Transparency Initiative (IATI). “The IATI Standard.” September 2013. <http://iatistandard.org/>

³“Guidance on Collection of U.S. Foreign Assistance Data,” Bulletin 12-01 (25 September 2012), <http://1.usa.gov/OqejeV>.

2.4 | Create a More Effective and Responsive Government–Performance.gov

COMMITMENT SUMMARY	
LEAD INSTITUTION	Executive Office of the President
SUPPORTING INSTITUTIONS	Forty government agencies reporting on performance.gov. Full list: http://goals.performance.gov/agencies
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Accountability
OGP GRAND CHALLENGES	More effectively managing public resources
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
NEXT STEPS	Significant revision of the commitment

Full text of the commitments
Create a More Effective and Responsive Government—
Performance.gov

Responding to the President’s challenge to cut waste, save money, and better serve the American people, Performance.gov provides a window on the Administration’s approach to improving performance and gives the government and the public a view of the progress underway in cutting waste, streamlining government, and improving performance. Over the next year, the United States will:

- Improve government performance and accountability. We will continue to improve the website, including adding data on other government-wide management initiatives. In particular, the site will be updated to meet the requirements of the recently enacted Government Performance and Results Modernization Act [GPRMA], which requires regular progress updates on the top agency-specific performance goals.

What happened?

This commitment is complete. Performance.gov is

up and running and has seen improvements during the implementation period. Cross-agency goals and other government performance plans were added to the site. Agencies have added Sustainability and Energy Scorecards and human resources data to the website. It is not fully compliant with the GPRMA at this time, because the timeframe for fully meeting Office of Management and Budget (OMB) directions for compliance stretch until 2015.

Based on the language of both the government self-assessment and the civil society report, significant work needs to be done to aid navigation and improve user experience.

Did it matter?

The information available on Performance.gov is thorough. The site allows citizens to track agency goals and see progress over time. It is difficult, however, to carry out cross-comparisons on agency performance, even on shared goals. Additionally, underlying data for some of the metrics are not clear.

For civil society groups, it was important that agency performance goals were stated as outcomes,

rather than program outputs (e.g., improvements in student health, rather than number of school lunches subsidized). They reported in their independent assessment that there had been significant progress in this area, with many, if not most agency goals now stated in terms of their intended result.

A bigger question looms for the implementers of the commitment: Who are the users of Performance.gov? What information do they need and what will they do with this information? Will it improve agency performance? Until these questions are answered and the user experience is updated to reflect user needs, Performance.gov runs the risk of serving as a general library of agency plans rather than as a tool for improved accountability. This danger was evidenced during the IRM process by the general lack of interest in this commitment by stakeholders interviewed.

Moving forward

Performance.gov makes important data available and has the potential to make many of the internal workings of agencies more transparent. Its most substantive problem goes beyond the scope of this recommendation: the data, no matter how accessible, are not often used for management or political accountability. In addition, some of the goals are too vague to be measured. These problems, however, have plagued the performance movement since its inception two decades ago, and are not easily solved by a website.

As a consequence, if Performance.gov continues in the OGP action plan as part of a framework for accountability to the public, responsible entities will need to better understand how that accountability will function, who are the potential users of the information, and how they will use it.

3 | OPEN GOVERNMENT TO IMPROVE PUBLIC SERVICES

3.1 | Expand Public Participation in the Development of Regulations

COMMITMENT SUMMARY	
LEAD INSTITUTION	eRulemaking Program Management Office (managed by the U.S Environmental Protection Agency)
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Participation
OGP GRAND CHALLENGES	Improving public services
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div>(PROJECTED)</div></div>
NEXT STEPS	Extension building on existing implementation

Full text of the commitments
Expand Public Participation in the Development of Regulations

For two and a half years, the Administration has promoted public participation in rulemaking, which covers such diverse subjects as energy, education, homeland security, agriculture, food safety, environmental protection, health care, and airline and automobile safety. In January 2010, the President issued Executive Order 13563, “Improving Regulation and Regulatory Review,” which requires timely consultation with affected stakeholders and the use of Regulations.gov, an online portal to view and comment on pending regulations “in an open format that can be easily searched and downloaded.” In the next year, the United States will:

- Overhaul the public participation interface on Regulations.gov. We will revamp public commenting mechanisms, search functions, user interfaces, and other major features to help the public find, follow, and participate in federal rulemakings. In this way,

we will ensure what the President has called “an open exchange of information and perspectives.”

What happened?

One of the key opportunities for the public to participate in shaping federal policy comes in the formation of regulations or “rulemaking.” Regulations.gov, operated by the EPA on behalf of 39 federal agencies has been up and running since 2003. The site has enabled members of the public to participate more actively in rulemaking by enabling searches of the Federal Register and to register public comments on proposed federal actions. While some regulations receive little to no commentary, some more popular ones can generate extensive activity, from over 700 comments on glyphosate pesticide tolerance¹ to more than 70,000 on endangered species status for chimpanzees.²

A number of criticisms of this website have been raised over the years that are relevant to the public participation interface, including:

- Public comments were not readily displayed at the time of writing.
- The site cannot receive comments from outside websites and other websites cannot easily extract notices and comments from the website.
- The site does not demonstrate how commenting affects the outcomes of rulemaking.
- The site does not adequately educate users about the rulemaking process.

Significant changes have been made to this flagship website in accord with this commitment. While some of the public demands (such as immediate display of comments) were not met in the redesign of the site, others seem to have been taken into account.

Specifically, the commitment activities created a “read” automated programming interface (API), allowing other sites to access comments and notices. At the time of writing (September 2013), a “write” API allowing users to comment from other sites was not completed.

The eRulemaking team added information on how commenting on rulemaking can make an impact and, perhaps most importantly for the average user, provided an easy-to-find “Learn” section on the website which explains the sometimes arcane rulemaking process in lay terms. Helpfully, they provided a “commenter checklist,” which may improve the quality of public comments received.

Did it matter?

Notably, the read API allowing other sites to access comments and notices has been used in the innovative tool “Scout,” which allows users to receive emails or text alerts on issues of importance to them.³ Similarly, the Sunlight Foundation has developed “Docket Wrench,” which allows the user to track and compare similar comments made for a regulation.⁴ This tool allows users to weed out repeated comments (e.g., where organizations have members send form letters to the agency) from comments that are more unique and potentially more substantive.

It is unclear exactly how these changes might affect the rulemaking process at this point. Nonetheless, the APIs have the potential to enable efficiency in analysis of comments and to involve a greater number of people through notification.

Moving forward

Continued work on this flagship website should:

- Continue to build the write API while taking steps to ensure that organizations do not “game the system” by flooding the site with repetitive comments.
- Consider internalizing some of the public notification systems (“push” notifications) pioneered by nonprofits such as Sunlight Foundation that may encourage wider participation by impassioned individuals and organizations.
- Continue to educate the public on how the commenting process can influence rulemaking outcomes.

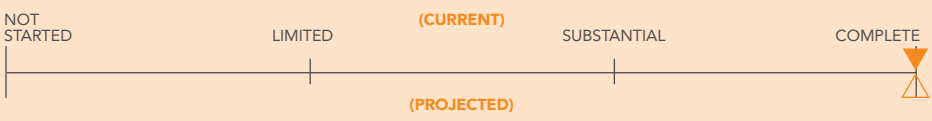
¹This example is available at: <http://1.usa.gov/1576ZdU>.

²This example is available at: <http://1.usa.gov/11Q8k7f>.

³This tool is available at: <https://scout.sunlightfoundation.com/>.

⁴This tool is available at: <http://docketwrench.sunlightfoundation.com/>.

3.2a | Data.gov: A Platform to Spur Innovation

COMMITMENT SUMMARY	
LEAD INSTITUTION	United States: Office of Citizen Services and Innovative Technologies (General Services Administration); India: National Informatics Centre, Department of Electronics and IT
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Participation, Technology and innovation
OGP GRAND CHALLENGES	Improving public services
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Extension building on existing implementation

Full text of the commitments

Use Data.gov as a Platform to Spur Innovation in Other Countries

The United States champions the publication of machine-readable data and the use of challenges, prizes, and competitions to catalyze breakthroughs in national priorities. The Data.gov site supplies the public with large amounts of useful, machine-readable government data that can be used by innovators without intellectual property constraint. To accelerate this movement, the United States will:

- Contribute Data.gov as a platform. Through the U.S.–India Open Government Dialogue, the two countries have partnered to release “Data.gov-in-a-Box,” an open source version of the U. S. “Data.gov” portal and India’s “India.gov.in” portal. It will be available for implementation by countries globally, encouraging governments around the world to stand up open data sites that promote transparency, improve citizen engagement, and engage application developers in continuously improving these efforts.

What happened?

This commitment has been fulfilled. In March of 2012, the United States and India launched the Open Government Platform (OGPL).¹ The platform provides software that allows individuals, developers, media, academics, and businesses to use open data sets for their own purposes.

OGPL was published on GitHub, a web-based repository for code favored by open software developers. It is unclear what license was used in publication of OGPL. Restrictive licenses could diminish creative reuse by developers by requiring noncommercial uses or not explicitly allowing derivative uses.

Did it matter?

Pilots have been established to scale out the OGPL in Ghana and Rwanda. According to the government self-assessment, more than 30 countries have expressed interest in the platform. It was unclear at the time of writing (September 2013) whether or not any other governments have adopted the platform. The independent civil society evaluation suggested that the absence of a roadmap for the product and other

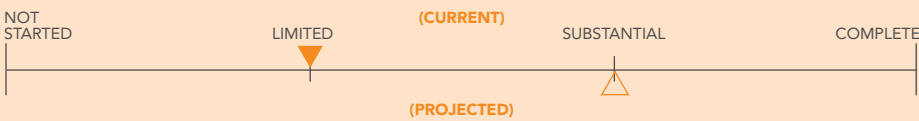
accompanying documentation might be impeding uptake by developers.

Moving forward

Continued implementation of this goal would allow additional governments to adapt this platform to their information disclosure goals. The principal challenge is to identify potential users, to assess and address the barriers they may face in using the code. Following this diagnosis, the U.S. government, perhaps in partnership with India, can begin to address these issues and “sell” the OGPL more proactively.

¹The Open Government Platform is available at: <http://www.opengovplatform.org/>.

3.2b | Data.gov: Foster Communities on Data.gov

COMMITMENT SUMMARY	
LEAD INSTITUTION	General Services Administration (GSA)
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Participation
OGP GRAND CHALLENGES	Improving public services
SPECIFICITY OF GOAL	High
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Significant revision of the commitment

Full text of the commitments

Use Data.gov as a Platform to Spur Innovation by Fostering Communities

The United States champions the publication of machine-readable data and the use of challenges, prizes, and competitions to catalyze breakthroughs in national priorities. The Data.gov site supplies the public with large amounts of useful, machine-readable government data that can be used by innovators without intellectual property constraint. To accelerate this movement, the United States will:

- Foster communities on Data.gov. We will work toward expanding the number of Data.gov “communities” that connect data related to particular subject matters with users and producers of that data. With communities focused on health, energy, and law already launched, we will work to launch new communities in education, research and development, and public safety in the next year.

What happened?

There has been substantial progress on this commitment, but, like a number of other commitments, it is unclear what the expectations are regarding who will use it.

The Administration has committed to adding curated data sets that involve education, research and development, and public safety. Technically, two of these sets were launched following the implementation period assessed.

As each set was launched, an online forum for discussion of the data was added. This forum is a very narrow definition of “fostering communities.”

The Administration also cites its work in fostering communities and encouraging innovation through “data jams” and other events to make this initiative result in improvements for citizens.

Did it matter?

While data are being downloaded from the site at an increasing rate—according to a Government Services Administration report, “When adjusted to a 12-month average, the annual rate of growth in downloads was 270 percent”¹—the forums are not being used.

In our analysis, no evidence of use was found on the three new forums. It seems that users either do not need the forums or do not know about them. One possible explanation is that most users crystallize around the agencies and offices where actual decisions are being made, where they are used to participating. For that reason, Data.gov may be useful as a central repository or clearinghouse that directs users to agencies where the data is being used in the day-to-day business of governing.

Moving forward

This commitment should be significantly revised. The development of Data.gov received significant support preceding the OGP action plan, but equivalent resources were not invested in fostering innovative use of the data. Focusing on a user-centered approach could greatly enhance uptake of the data sets on the site.

While the initiative is significant, a more robust theory of participation and use needs to underpin efforts to encourage communities around this data:

- The Administration should look for ways to publicize the data sets contained in Data.gov, including continuing to promote innovation using the data.
- Implement voluntary user surveys to identify who is downloading the data.
- Redirect users to agencies and processes where use of data sets would be most useful. Conversely, ensure that users know that data are available for download and manipulation when participating in processes at the agency level.

¹Alice Lipowicz, "Data.gov Popularity Soaring, GSA Report Says," Federal Computer Week, 6 January 2012, <http://bit.ly/xO1vVv>.

3.3 | Encourage Communication between Government Officials and Citizen-Experts

COMMITMENT SUMMARY	
LEAD INSTITUTION	Unclear
SUPPORTING INSTITUTIONS	Unclear
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Participation, Technology and innovation
OGP GRAND CHALLENGES	Improving public services
SPECIFICITY OF GOAL	High
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	Significant revision of the commitment

Full text of the commitments

Encourage Communication between Government Officials and Citizen-Experts

In many cases, those who work in government turn to those outside for advice and support. But too often, officials know only a subset of relevant experts or need to find experts in a new area. To overcome these hurdles, the United States will:

- Launch ExpertNet. This platform will enable government officials to better communicate with citizens who have expertise on a pertinent topic. It will give members of the public an opportunity to participate in a public consultation relevant to their areas of interest and knowledge, and allow officials to pose questions to and interact with the public in order to receive useful information.

What happened?

This commitment would have created one government portal where citizens could participate in public consultations. At this portal, officials could inform and draw on a large body of informed and interested experts and individuals. The commitment was withdrawn because of difficulties in implementation and conflicts

with the Federal Advisory Committee Act (FACA) and, according to the government self-assessment, the existence of private sector platforms (such as Quora or IdeaScale, both used by the U.S. government during development and implementation of the action plan) that enable experts to make proposals.

Did it matter?

This commitment was withdrawn. This idea does not seem to add much to existing opportunities for citizen engagement. In fact, most, if not all, stakeholders engaged in the IRM process felt that this commitment was not a priority.

Moving forward

This goal does not need to be reworked into the next action plan. Instead, more innovative commitments might be developed to achieve the same aims. Concurrent with the recommendations on the Regulations.gov commitment, a commitment to develop better alert systems could enervate a larger group of self-described citizen-experts. Participation can then be channeled through Regulations.gov or private platforms

3.4a & 3.4b | Reform Government Websites—Online National Dialogue and Updated Website Policy

COMMITMENT SUMMARY		
LEAD INSTITUTION	Executive Office of the President (White House), General Services Administration (GSA)	
SUPPORTING INSTITUTIONS	Unclear	
POINT OF CONTACT SPECIFIED?	No	
OGP VALUES	Participation, Technology and innovation	
OGP GRAND CHALLENGES	Improving public services	
SPECIFICITY OF GOAL	Low	
ACTION OR PLAN	Carry out action	
LEVEL OF COMPLETION	ONLINE NATIONAL DIALOGUE	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div></div></div>
	NEXT STEPS	No further action needed
	UPDATED WEBSITE POLICY	<div><div>NOT STARTED</div><div>LIMITED</div><div>(CURRENT)</div><div>SUBSTANTIAL</div><div>COMPLETE</div><div></div></div>
	NEXT STEPS	No further action needed

Full text of the commitments

Reform Government Websites

More citizens seek government information through the internet than any other source. In addition to continuing to be accessible, government websites should be easy to find, use, and navigate. On 27 April 2011, the President issued Executive Order 13571, “Streaming Service Delivery and Improving Customer Service,” to begin sweeping reform of government websites. As part of this ongoing initiative, the United States will:

- Begin an Online National Dialogue with the American public. We will solicit the American public’s input on how best to improve federal agency use of the internet and online tools.
- Update government-wide policies for websites. We will reform the seven-year-old policy that governs

the management, look and feel, and structure of federal government websites to make them more useful and beneficial for the public.

What happened?

There were two parts to this commitment: open a dialogue with the American public on government websites and their improvement; and reform policies around the management, look, and structure of government websites. Both have been completed—the second via the government’s Digital Government Strategy.¹

Of all of the commitments in this action plan, the Online National Dialogue on Improving Federal Websites, along with We the People, is one of the most robust examples of participation in the digital age. The national dialogue was begun around the time of the original submission of the action plan. Nearly 1,000 participants submitted more than 400

ideas around 12 themes. A March 2013 evaluation by civil society organizations gave the Administration high marks for responsiveness. The phased approach was unique in that it used social media to garner a large number of proposals. These proposals were then channeled through an IdeaScale site,² which allowed participants to make and vote on proposals for reforming federal website policy. A final report highlights the high quality and variety of comments received during the online dialogue.³ The civil society evaluators gave the commitment generally high marks, but felt that consultation was relatively rushed.⁴

The second commitment in this cluster dealt with updating federal website policy. Both this specific activity and the Online National Dialogue were integrated into the government's new, wider Digital Government Strategy, although it is not entirely clear how the specific inputs made by the public during the national dialogue are reflected in the principle-oriented strategy.⁵ It could be a loss to lose the concrete and generally high-quality recommendations made during the dialogue, as well as the lessons on how to conduct online consultations.

Did it matter?

There may have been something of a lost opportunity, as the energy surrounding the National Dialogue was not carried forward into the next rounds of strategy development. Although the new Digital Government Strategy reflects the state-of-the-art in public information systems, the lay reader would be hard pressed to grasp the nuts-and-bolts character of guidance on reforming federal websites from the user point of view that was found in the Online National Dialogue.

It is not clear from available documentation whether any of this work had an impact on federal websites, employees, or users.

Moving forward

The Digital Government Strategy represents a general architecture for presentation of federal information. As agencies move to actually implement and update their sites, they will do well to revisit some of the focused themes discussed in the Online National Dialogue that will help developers design a user experience to empower and inform the public.

Further, the new action plan will likely have a number of commitments that involve public engagement. These commitments should be informed by the brief, but effective, participatory approach carried out by the Online National Dialogue described in the section "Measuring Engagement" of its report.⁶

¹ "Digital Government," White House. <http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html>

² The site is available at: <http://web-reform-dialogue.ideascale.com/>.

³ gov Task Force, "National Dialogue on Improving Federal Websites," 31 October 2011, <http://1.usa.gov/18SSYlh>.

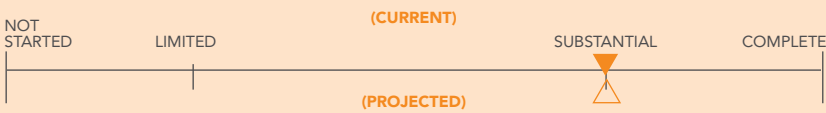
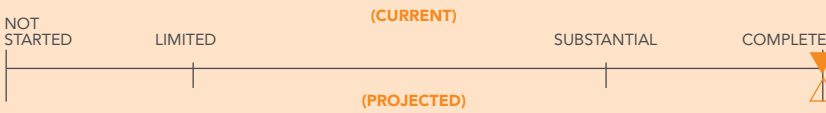
⁴ The Open Government Partners' civil society evaluation of this commitment is available at: <http://bit.ly/19Xe1QJ>.

⁵ "Digital Government," White House.

⁶ gov Task Force, "National Dialogue."

3.5a & 3.5b | Publish Data to Help Consumers and Scientists: Smart Disclosure and Scientific Data Guidelines

COMMITMENT SUMMARY		
LEAD INSTITUTION	Office of Management and Budget (OMB) and U.S. National Science and Technology Council	
SUPPORTING INSTITUTIONS	Unclear	
POINT OF CONTACT SPECIFIED?	No	
OGP VALUES	Access to information, Technology and innovation	
OGP GRAND CHALLENGES	Improving public services	
SPECIFICITY OF GOAL	Medium	
ACTION OR PLAN	Carry out action	

LEVEL OF COMPLETION	SMART DISCLOSURE	
	NEXT STEPS	No further action needed
	SCIENTIFIC DATA GUIDELINES	
	NEXT STEPS	No further action needed

Full text of the commitments

Publish Data to Help Consumers and Scientists

In many cases, the government has information that can be leveraged to help consumers make better decisions and to aid scientific research. To unlock the potential of this data, the United States will:

- Promote smart disclosure. The government already discloses data to inform decision making in many areas by, for example, providing access to comprehensive tools to facilitate the search for insurance options best suited to an individual's needs. To build on this work, OMB recently issued guidance to federal agencies on "smart disclosure." We have also established a task force dedicated to promoting better disclosure policies. In response to this guidance, agencies and departments will work over the next year to ensure the timely release of com-

plex information in standardized, machine-readable formats that enable consumers to make informed decisions in numerous domains.

- Publish guidelines on scientific data. We will develop federal guidelines to promote the preservation, accessibility, and interoperability of scientific digital data produced through unclassified research supported wholly or in part by funding from the federal science agencies.

What happened?

There are two parts to this item. "Smart disclosure" refers to the selective release of personal or market data that helps the public make better choices.¹ The innovative aspect of this commitment refers to the (1) timely, (2) standardized, and (3) machine-readable nature of the information. This commitment aimed at releasing health, safety, and environmental data that can spur

innovation and inform consumers. This data has high value for market-based decisions, in contrast to more traditional transparency and accountability data.

During the implementation period, the U.S. National Science and Technology Council established a task force to promote better policies and implementation across government. In March 2012, a Smart Disclosure Summit brought together experts to share best practices. The summit culminated in the publication of Consumer.Data.gov just after the implementation period assessed, which brings together 500 data sets from across agencies.

Although not a part of this commitment, following the evaluation period, the Administration issued the Executive Order, "Making Open and Machine Readable the New Default for Government Information." The order has the potential to transform the accessibility and usefulness of the massive amount of data gathered and released by the government, which may have significant impacts for users.

The second part of this commitment is the development of guidelines on openness regarding federally funded scientific information, much of which is proprietary. During the evaluation period, a "Public Access Memorandum" to federal agencies made more than \$100 million in research and development results searchable by the public within 12 months of publication. While this is a small portion of federal funding for research and development (\$140 billion in FY2013), it forms a basis to take the policy to scale.²

Did it matter?

The government self-assessment remarks that "Smart disclosure's potential for unlocking innovation and economic prosperity is still in its early stages." It might be unreasonable to expect any major successes as a result of this massive release of data just yet. Notably, OpenTheGovernment.org was unable to find any civil society groups interested enough in smart disclosure to carry out an assessment of progress.

The requirement to make federally funded research publically available free of charge 12 months after publication has the potential to accelerate innovation and to improve scientific integrity by encouraging reuse and testing of published research.

Moving forward

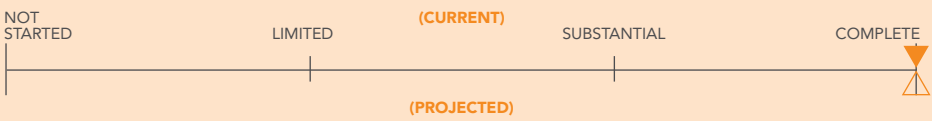
Smart disclosure as a concept has had limited uptake by civil society. The federal government should conduct continued awareness-raising about the potential use of the data through sharing innovative uses of data sets with potential developers.

At the same time, the guidelines for disclosure of personal data will need to be closely monitored and revisited to ensure that privacy concerns are being adequately addressed.

See for example: www.Consumer.Data.gov; Alex Howard, "What is Smart Disclosure?" O'Reilly Radar, 1 April 2012, <http://oreil.ly/HDw3yp>.

United States. "Welcome to the Smart Disclosure Community." <http://www.data.gov/consumer/community/consumer>; John F. Sargent, *Federal Research and Development Funding: FY2013. R42410*, (Washington, DC: Congressional Research Service, 2013).

3.6 | Promote Innovation through International Collaboration

COMMITMENT SUMMARY	
LEAD INSTITUTION	The National Aeronautics and Space Administration (NASA)
SUPPORTING INSTITUTIONS	Key space agencies around the world
POINT OF CONTACT SPECIFIED?	No
OGP VALUES	Access to information, Participation, Technology and innovation
OGP GRAND CHALLENGES	Improving public services, Creating safer communities
SPECIFICITY OF GOAL	Medium
ACTION OR PLAN	Carry out action
LEVEL OF COMPLETION	
NEXT STEPS	No further action needed

Full text of the commitments

Promote Innovation through International Collaboration

The United States has used prizes and competition to foster a culture of innovation in both the public and private sectors. In this spirit, the United States will:

- Launch an international space apps competition. The National Aeronautics and Space Administration and key space agencies around the world will gather with scientists and concerned citizens to use publicly released data (e.g., Earth science and planetary observations) to create solutions for global challenges such as weather impacts on the global economy and depletion of ocean resources. An international collaboration website will be created to facilitate citizen participation.

What happened?

During the implementation period, the National Aeronautics and Space Administration (NASA) held an international two-day event where scientists and members of the public could use publicly available data to create solutions for pressing technical challenges. Over 9,000 people around the world

participated in the first competition. A follow up was scheduled for 2013.

Did it matter?

Beyond the practical outputs of the program (apps for mobile devices, software, hardware, and data visualizations), NASA's space apps competition offers lessons for this type of participation. A proliferation of hack-a-thons, both within and outside of government, has shown a lack of sustainable results. The NASA initiative was distinguished by three elements:

- *Real-world challenges:* The hack-a-thon was organized around real-world problems proposed by agency staff; it presented an opportunity for the public to affect the way the agency did business.
- *Collaboration:* Agency staff was available virtually or in person to guide teams through development and to offer resources.
- *Sustainability:* The space apps competition internalized successful apps that will be used by NASA in carrying out its day-to-day operations.

These lessons could be generalized to other agencies

facing the challenge of making hack-a-thons or apps competitions more meaningful.

Moving forward

Building on the success of this commitment, in the next action plan, this model could be used in other areas, such as “health apps,” or “transportation apps.”

Additionally, NASA can advise other agencies planning apps contests. Its experience would inform developers and promoters about the conditions in which apps contribute to improved achievement of government objectives.

V | SELF-ASSESSMENT CHECKLIST

The U.S. government published its self-assessment on 29 March 2013, ahead of the required deadline. The report offers a rich description of the outcomes of each of the commitments. Many commitment descriptions include related activities, some of which fulfill the commitments in ways that are different from the original intent, as well as others that were supplementary.

There were some deviations from the prescribed process for drafting the self-assessment.¹ One was that it did not consistently provide a finding of whether the assessment was fulfilled, partially fulfilled, in progress, withdrawn, or not met. This omission was minor because the status of each commitment could be inferred from the text.

More importantly, the two-week public comment period on the self-assessment was carried out in a perfunctory way. The White House did not post its draft for comments, but instead used the private platform Quora to ask, “What U.S. Open Government commitments should the U.S. Government be focusing on?”² This question appeared without links to either the self-assessment draft or to the original action plan, creating obstacles to informed responses from the public. Given the lack of supplementary material or clear explanation, this question was clearly misleading to the members of civil society and the private sector who participated. The question drew 33 proposals—all new and not included in the first national action plan—rather than comments on the existing proposals.

Further, the U.S. self-assessment treatment of consultation was vague, essentially confirming each of the consultation requirements without providing details on the national process. It noted basic compliance rather than describing any of the exemplary aspects or limitations of the U.S. process.

Was annual progress report published?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Was it done according to schedule?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the report available in the local language(s)? According to stakeholders, was this adequate?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the report available in English?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Did the government provide a two-week public comment period on draft self-assessment reports?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Were any public comments received?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the report deposited in the OGP portal?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Did the self-assessment report include review of consultation efforts?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Did the report cover all of the commitments?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Did it assess completion according to schedule?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report reaffirm responsibility for openness?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report describe the relationship of the action plan with grand challenge areas?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

¹ United States, *The Open Government Partnership: Government Self-Assessment Report*, (Washington, DC: US Government 29 March 2013), <http://1.usa.gov/YO3CIL>.

² The question and answers are available at: <http://b.qr.ae/WwlS1S>.

VI | MOVING FORWARD

COUNTRY CONTEXT

The Obama Administration started strong on themes of open government, leading both at home and internationally. The Administration played an important role as the international partnership grew from eight participating countries to 60 and set forth a national action plan geared toward greater openness and transparency.

However, the country context for the overall goals of the plan (as opposed to its individual items) is difficult. During the spring and summer of 2013, the United States Government was caught in the middle of three controversies that severely undermined its stated commitment to open government.

The first issue—widely seen as a scandal—involved the Internal Revenue Service’s (IRS) alleged targeting of opposition political groups claiming tax-exempt, 501c3 status, and raised questions about respect for freedom of association. Subsequent evidence made clear that the White House had no knowledge of or involvement in the IRS civil service level decision to scrutinize explicitly political groups, a category that turned out to include liberal as well as conservative organizations. Nevertheless, media coverage and opposition campaigning effectively undermined the Administration’s credibility on open government with this issue.

The IRS issue unfolded almost in sync with a set of national security controversies. In the name of national security, the Justice Department was revealed to be collecting telephone data on dozens of reporters in an effort to find the source of leaks. While it appears that nothing unlawful was done by the Justice Department, the pursuit of leaks can create a “chilling effect,” impacting freedom of the press. Additionally, under Attorney General Eric Holder, the government has prosecuted more officials for alleged leaks under the Espionage Act than his predecessors. The prosecutions also run directly counter to the Administration’s policy directive extending whistle-blower protection to national security and intelligence agency employees. Stakeholders such as Danielle Brian, of the Project on Government Oversight, told the President directly that, “the leak prosecutions were undermining his legacy.”¹

These two ongoing controversies threaten to undermine the significant steps taken under the OGP national action plan. A recent third scandal raised further questions about the open government agenda, after the revelation of the government’s secret collection of domestic phone logs and internet usage. Previously, observers had the impression that such widespread surveillance did not take place on U.S. citizens within U.S. borders. This practice, which extended policies begun in the Bush Administration in the name of national security, has a potentially larger effect. These revelations serve to create distance between the Administration’s good faith measures in the OGP action plan and its broader actions. The problem for those interested in open government is that the surveillance was done in secret, relying on secret courts, and even kept secret from Congressional oversight.

In addition to the harm that these scandals may inflict on the cause of open government, they diminish the weight of the many laudable commitments in the first U.S. National Action Plan. Compared with these larger controversies, components of the action plan may look relatively unambitious. Impartial and transparent application of the laws of the land, freedom of the press from intimidation, and freedom from government invasions of privacy are values that may dwarf many of the individual components of the action plan. Put another way, systematic policies of surveillance are in strong tension with the broader open government agenda.

SUMMARY ANALYSIS

The U.S. National Action Plan’s commitments fall into three categories. The first category is exemplified by the “We the People” website. This initiative is future oriented. It is an experiment in democracy on the Internet and it will likely develop into something new and more profound as time goes on and as we better understand the new technology and how we interact with it. “We the People” is well worth pursuing and learning from. No doubt, future public engagement will be transformed by this and similar initiatives into

something more meaningful than what we have seen so far, which may have the potential to shape major U.S. policies.

A second category of commitments has to do with efforts to place what has always been public information—including regulations, performance data, and government contracts—online. Here the government is performing well given budget limitations that make things move more slowly than usual. Much government information has always been public and the transfer of that information from paper to the web is a big step forward in making it even more available. As open data, it may be even more useful, but the conversion requires extra IT resources and staff time, both difficult to acquire in a time of budget cuts. Thus some of these goals will not be accomplished as meaningfully as they could be.

The least progress was made in the third category of commitments—those dealing with declassification, FOIA requests, and whistleblowers. For those who work in the national security area, transparency is not the only value to be maximized. It regularly competes with other important values such as public safety and the protection of American troops, and, in the intelligence area, sources and methods. In the national security arena, the Administration has come down on the side of increased classification of new material and very gradual declassification of historic material. According to some stakeholders interviewed, this tendency has been overly pronounced. In light of the revelations about the scope and secrecy of government surveillance, many stakeholders think the right to privacy agenda is now in tension with the open government agenda.

STAKEHOLDER PRIORITIES

Stakeholders interviewed for this report noted a number of priority areas not reflected in the current action plan that they would want to see in the next action plan. New commitment policy areas include:

- Safeguarding scientific integrity
- Making public and prohibiting secret law and legal interpretation
- Strengthening the role and public interface of Inspectors General

- Reforming the classification system
- Enhance Ethics.gov
- Improving ethics disclosure
- Communications surveillance transparency

Areas stakeholders saw as important to continue to include in the next action plan are:

- Agency open government plans
- Beneficial ownership information
- Streamlining FOIA administration
- Improving transparency of foreign aid
- Improving performance of government websites
- Improving open data availability and standards
- Developing and spreading best practices in public participation
- Regulatory review and compliance data
- Spending transparency
- Enhancing whistleblower protection

Finally, some organizations are arguing for improving the structure of the Open Government Partnership itself either by improving the already existing Interagency Open Government Working Group or forming, through official processes, a Presidential Advisory Committee on Open Government.

These proposals are discussed in greater detail at <http://bit.ly/GzwITF>.

GENERAL RECOMMENDATIONS

As a consequence of these observations and the findings of the report, a number of general recommendations can be made to improve the design and implementation of the next action plan. These recommendations are crosscutting; commitment-specific recommendations are included with each respective commitment. Recommendations fall into several categories: Process, Learning, and New Frontiers.

Process

- Continue robust implementation of consultation and participation at the agency level, building off successful attempts in the first plan;

- Make a greater effort to bring a wide variety of stakeholders into action plan development and implementation including more organizations from outside the beltway;
- Take advantage of the next self-assessment process to continue dialogue and deliberation with civil society members.

Learning

- Learn from best practices in stakeholder engagement from agencies with significant success in that area during the first action plan (including the .gov team, NASA, NARA);
- Put user needs at the center of new technology. This orientation requires identifying theories of change for how transparency and accountability reforms will be used and identifying core constituencies who will potentially take up new technologies. Digital services can then be designed to meet their needs.

New frontiers

- The new action plan presents an opportunity for the Administration to square its strong support of open government with its commitment to national security, identifying win-win situations in which national security may be enhanced through greater public oversight and disclosure;
- Identify how technology might be used to ensure that laws are evenly applied and that national security interests are balanced with democratic values;
- Consider including ambitious commitments that review major areas that threaten to undermine the credibility of Administration efforts at implementing open government programs. These commitments might include reviews of criteria for prosecuting national security related leaks, whistleblowing, classification, and the FOIA. These areas directly impact democracy and fundamental freedoms enshrined in the U.S. Bill of Rights;
- Consider evaluating the degree to which post-9/11 protocols can be retrenched where no longer compatible with the threat level.

¹P. Mattingly and H. Nichols, "Obama Pursuing Leakers." Bloomberg News. October 17, 2012. <http://www.bloomberg.com/news/2012-10-18/obama-pursuing-leakers-sends-warning-to-whistle-blowers.html>

ANNEX: METHODOLOGY

As a complement to the participating government self-assessment, an independent assessment report is written by well-respected governance researchers, preferably from each Open Government Partnership (OGP) participating country. These experts use a common OGP independent report questionnaire and guidelines based on a combination of interviews with local OGP stakeholders and desk-based analysis. This report is to be shared with a small International Expert Panel (appointed by the OGP Steering Committee) for peer review to ensure that the highest standards of research and due diligence have been applied.

Analysis of progress on OGP action plans combines interviews, desk research, and feedback from nongovernmental stakeholder meetings. The IRM report builds on the findings of the government's own self-assessment report and any other assessments of progress put out by civil society, the private sector, or international organizations.

Each local researcher carries out stakeholder meetings to ensure an accurate portrayal of events. Given budgetary and calendar constraints, the IRM cannot consult all interested or affected parties. Consequently, the IRM strives for methodological transparency, and therefore where possible, makes public the process of stakeholder engagement in research (detailed later in this section). In national contexts where anonymity of informants—governmental or nongovernmental—is required, the IRM reserves the ability to protect the anonymity of informants. Additionally, because of the necessary limitations of the method, the IRM strongly encourages commentary on public drafts of each national document.

The following individuals contributed to the report through their participation in the stakeholder forums.

- Abby Paulson, program associate, OpenTheGovernment.org
- Gregory Elias Adams, director of Aid Effectiveness, Oxfam America
- George Ingram, co-chair, Modernizing the Foreign Aid Networks

- Laia Grino, manager, Transparency, Accountability and Results, Interaction
- Melissa Kaplan, advocacy manager for aid reform and effectiveness, Interaction
- Patrice McDermott, executive director, OpenTheGovernment.org
- Wayne Moses Burke, executive director, Open Forum Foundation
- Elizabeth Goitein, co-director, Liberty & National Security Program, Center for Justice

In addition, the IRM is grateful for interviews carried out with the following individuals:

- Amy Bennet, OpenTheGovernment.org
- Angela Canterbury, Project on Government Oversight
- Gavin Heyman, Global Witness
- Isabel Munilla, Oxfam America
- Lisa Ellman, chief counselor for OGP, White House
- Nathaniel Heller, Global Integrity
- Patrice McDermott, executive director, OpenTheGovernment.org
- Stefanie Ostfeld, Global Witness
- Wayne Moses Burke, executive director, Open Forum Foundation

A comprehensive search was done of all media reporting and evaluation of these initiatives. Sources are cited in the document.

About the Independent Reporting Mechanism

The IRM is a key means by which government, civil society, and the private sector can track government development and implementation of OGP action plans on a bi-annual basis. The design of research and quality control of such reports is carried out by the International Experts' Panel, comprised of experts in transparency, participation, accountability, and social science research methods.

The current membership of the International Experts' Panel is:

- Yamini Ayar
- Debbie Budlender
- Jonathan Fox
- Rosemary McGee
- Gerardo Munck

A small staff based in Washington, DC shepherds reports through the IRM process in close coordination with the researcher. Questions and comments about this report can be directed to the staff at irm@opengovpartnership.org



Independent Reporting Mechanism
Open Government Partnership
c/o OpenGovHub
1889 F Street NW
2nd Floor
Washington, DC 20006

Open
Government
Partnership





THE OPEN GOVERNMENT PARTNERSHIP

GOVERNMENT SELF-ASSESSMENT REPORT
FOR THE UNITED STATES OF AMERICA

March 29, 2013

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Introduction

"We pledge to be more transparent at every level -- because more information on government activity should be open, timely, and freely available to the people. We pledge to engage more of our citizens in decision-making -- because it makes government more effective and responsive. We pledge to implement the highest standards of integrity -- because those in power must serve the people, not themselves. And we pledge to increase access to technology -- because in this digital century, access to information is a right that is universal."

– President Barack Obama, September 20, 2011

The Obama Administration has committed itself to openness in government, because openness strengthens our democracy and promotes a more efficient and effective government. A government that is transparent is more accountable to citizens. A government that is participatory enhances government effectiveness and improves government decision-making. And a government that is collaborative engages all Americans in governing. Building on these principles, the Obama Administration launched the [U.S. National Action Plan on Open Government](#) ("Plan") in September 2011. In a little more than a year, the Administration has made significant progress implementing the Plan. This document – the Government Self-Assessment Report for the United States of America ("Report") – reviews the progress that has been made for each Plan commitment.

Background

An Early Commitment to Open Government

The Obama Administration demonstrated a strong commitment to open government early in President Obama's first term. The [Memorandum on Transparency and Open Government](#), released on President Obama's first full day in office, called for new measures to promote transparency, participation, and collaboration. It directed agency heads to harness new technology, engage the public, disclose information quickly, and give citizens a voice in decision-making. That same day, agencies were [directed](#) to adopt a "presumption in favor of disclosure" under the Freedom of Information Act (FOIA). This was followed by a [directive](#) from the Attorney General in March 2009 that instructed agencies to make FOIA a priority and improve FOIA administration. Later that year, the Office of Management and Budget (OMB) provided additional direction in its [Open Government Directive](#), which required agencies to take specific immediate steps and establish long-term goals to achieve greater openness and transparency.

The results from the first few years were impressive. Agencies developed Open Government Plans and made unprecedented amounts of information available and accessible to the public; the Administration shined light on Federal spending; agencies took important steps to provide more disclosure of sensitive government information; and for the first time in history, the White House posted visitor logs, salaries, and ethics waivers online. More information on the open government achievements from the first few years of the Administration is detailed in [“The Obama Administration’s Commitment to Open Government: A Status Report.”](#) Each agency’s open government webpage also contains up-to-date and complete open government efforts, available at [www.\[agency domain\].gov/open](http://www.[agency domain].gov/open).

Launch of the Open Government Partnership and the United States National Action Plan

While great strides had been made in creating a more open government at home, the Obama Administration sought to do more. In President Obama’s September 2010 speech to the United Nations General Assembly, he challenged countries around the world, including the United States, to come back a year later with specific commitments to strengthen the foundations of freedom. In September 2011, the President joined seven global leaders, from Brazil, Indonesia, Mexico, Norway, Philippines, South Africa, and United Kingdom, as well as a group of international civil society (non-governmental) organizations, to launch the Open Government Partnership on the margins of the United Nations General Assembly.

In a little more than a year, the Obama Administration, in concert with international partners, has made great strides in launching this international multilateral initiative. The Open Government Partnership has grown from eight governmental partners to fifty-eight, representing more than two billion people worldwide. This means that twenty-nine percent of the world’s population lives in a country that has publicly committed its government to the principles of openness – to increase government transparency and accountability, and to engage citizens more directly in the decisions that impact their lives.

As part of the United States’ commitment to the Open Government Partnership, the Administration also launched the National Action Plan – a set of twenty-six concrete and tangible open government initiatives designed to increase public integrity, promote public participation, manage public resources more effectively, and improve public services. The Plan has been praised by civil society organizations and the public; as U.S. civil society groups noted in their assessment report, “By issuing the first National Action Plan, the US stands as a leader [internationally] on issues of transparency [and] accountability.” Indeed, the Administration considers the depth and breadth of the Plan a great example of what America can accomplish when government, civil society, and the public collaborate together.

The Road Ahead

The Obama Administration has made substantial progress implementing the Plan. With the launch of the White House's [We the People petition platform](#), citizens now have a more powerful voice in their government. With the passage of the Whistleblower Protection Enhancement Act and President Obama's landmark [directive](#) extending whistleblower protections to the intelligence and national security communities for the first time, Federal workers who expose waste, fraud, and abuse of authority in government will better receive the protections they deserve. And thousands of government data resources across fields such as health and medicine, education, energy, public safety, global development, and finance have been posted in machine readable form for free public use on [Data.gov](#) – providing fuel for entrepreneurs and innovators that are developing a vast range of new products and businesses using these public information resources.

Yet while there has been substantial progress, the United States has not fully implemented all of its commitments in the Plan. Promoting a more open government requires a long-term investment, and meaningful progress takes time. Further, the completion of a commitment does not mean that the Administration's work on that issue is done. This report identifies areas where initiatives have not yet been fulfilled or where there is more work to be done, and describes challenges, progress, and next steps in those areas. The Administration shares the public's enthusiasm for further advances in opening government here in the United States. The Administration also remains deeply committed to supporting the work of the international community through the Open Government Partnership.

Building on lessons learned over the last year, the United States pledges to develop a National Action Plan 2.0. The Administration looks forward to collaborating with civil society and the public on this effort. The National Action Plan 2.0 will update items that remain in progress from the current Plan, as well as feature new initiatives designed to make our government more transparent, participatory, and collaborative.

Summary: Open Government National Action Plan

Substance of Plan

With the launch of the twenty-six initiatives outlined in the Plan, the Federal Government sought to tackle key challenges that the United States and other countries face around the world: increasing public integrity and public participation by tackling corruption and enhancing citizen access to information, more effectively managing public resources, improving public services, and spurring private sector innovation.

Developing the Plan

As the Administration developed the Plan, it engaged in consultations with external stakeholders, including a broad range of civil society groups and members of academia and the private sector. The Administration consulted with the public through a variety of mechanisms, including online engagement and in-person meetings, to ensure that Americans had multiple opportunities to provide input. The Administration made details of the public consultation process available online prior to the consultations. Additionally, White House officials engaged the public via a series of blog posts, asking for ideas about how to focus open government efforts to increase public integrity, more effectively manage public resources, and improve public services. Many of the best ideas represented in the Plan were suggested to the government during the course of these consultations. The Administration also sought input from across the Federal Government, soliciting ideas from the Open Government Interagency Working Group, comprised of senior-level representatives from Executive Branch departments and agencies.

Putting the Plan into Action

To implement the Plan, the White House set up a working group within the Executive Office of the President. This working group tasked agencies (either a representative of a White House agency, or other Federal agency) to take the lead on implementation of each commitment. Team leads provided the working group with regular updates, and the working group provided the team leads with assistance on implementation. Due to the international nature of the Open Government Partnership, domestic policy staff worked closely with foreign policy teams at the National Security Staff and the Department of State.

Throughout 2012, the Administration continued to collaborate with civil society. The Federal Government held dedicated government-civil society meetings for each of the twenty-six initiatives to discuss implementation, as well as any roadblocks the Administration may have been facing. Civil society offered constructive and helpful feedback. These meetings gave the Administration and the civil society team leads an opportunity to foster direct relationships that have proven invaluable. The Administration looks forward to a continued, participatory, and reciprocal relationship with civil society and the public moving forward.

Assessment

Several assessment efforts are evaluating the U.S. Government's progress to meet commitments outlined in the Plan. United States civil society organizations recently published an independent assessment of the U.S. Government's progress on the Plan. This fall, the Open Government Partnership's Independent Reporting Mechanism will generate another independent report.

This Self-Assessment Report presents the U.S. Government's assessment of progress made since the launch of the Plan. In the spirit of openness, the U.S. Government solicited feedback on this self-assessment during a two-week consultation process with civil society and the public. Comments were received and responded to on Quora, a question and answer platform. The U.S. Government is grateful for the constructive feedback and ideas received during these meetings and consultations, which have helped shape the self-assessment of each of the initiatives, described in the following pages.

Implementation of United States National Action Plan

According to our analysis, the U.S. Government has fulfilled twenty-four out of the twenty-six commitments, with a few taking additional time to fulfill. Notably, even where commitments have technically been completed, work to make progress will continue. And over the next several months, the U.S. Government will focus on making progress on the remaining commitments. For easy reference, the Plan commitments as published in September 2011 are highlighted throughout the Report in the shaded boxes.

Open Government to Increase Public Integrity

1. Promote Public Participation in Government

NATIONAL ACTION PLAN

In the United States, we have a government of the people, by the people, and for the people, and the wisdom, energy, and creativity of the American public is the nation's greatest asset. The U.S. is committed to expanding opportunities for public participation in government, and will:

Launch the "We the People" Petition Platform. Building on President Obama's desire to hear directly from the American people, the White House has announced that it will launch "We the People" to give Americans a direct line to voice their concerns to the Administration via online petitions. This is a tool to enable the public to create and sign petitions on a range of issues. If a petition meets a public signature threshold, it will be reviewed by White House policymakers, who will consult relevant Administration officials and provide an official and public response. More information can be found at <http://www.WhiteHouse.gov/WeThePeople>.

Open Source "We the People." The White House plans to publish the source code of "We the People" so that it is available to any government around the world that seeks to solicit and respond to the concerns of the public.

Develop Best Practices and Metrics for Public Participation. We will identify best practices for public participation in government and suggest metrics that will allow agencies to assess progress toward the goal of becoming more participatory. This effort will highlight those agencies that have incorporated the most useful and robust forms of public participation in order to encourage other agencies to learn from their examples.

Government Assessment of Progress

Fundamental to open government is the principle that a government should seek to mobilize citizens to engage in public debate, provide input, and make contributions that lead to more responsive, innovative, and

effective governance. In this spirit, the Federal Government committed to launch and open source the *We the People* online petition platform, and to develop best practices and metrics for public participation in government. These initiatives aim to help the Administration better engage online advocacy, address issues of concern to citizens, and empower the public to influence decision-making.

We the People

We the People gives the Obama Administration a way to connect with the public on the issues that matter most to them. This online platform allows anyone to create or sign a petition asking the Administration to take action on an issue. If a petition gets enough signatures, the White House issues an official response. Since its launch, 7.2 million people created more than 11.6 million signatures on more than 178,000 petitions – and more than thirty percent of these users signed petitions that reached enough signatures to receive a response.

Beyond the sheer volume of participation, *We the People* demonstrates the Administration's responsiveness to concerns of the public, even if they are outside the scope of current issues that the Administration is tackling. In many cases, petitions posted on *We the People* have helped spur discussions of important policy issues at the White House and across the Administration, and serve as a catalyst for change. The Administration has announced new directions in policy, or engaged with people who have an interest on a particular matter, through *We the People*.

Last year, the Administration began surveying people who received a response from the Administration after a *We the People* petition. Of the respondents surveyed, even when petitioners disagreed with the response, they indicated that they appreciated the opportunity to petition the White House and hear their government's response:

- eighty-six percent would create or sign another petition on *We the People*;
- sixty-six percent said the Administration's response was helpful to hear; and
- fifty percent said they learned something new as a result of our response.

Moreover, as the Administration pledged in the Plan, the White House announced a new step in the evolution of *We the People* in August 2012: making the platform open source so that any government in the world, from sovereign nations to small towns across America, can take the *We The People* source code and put it to their own use.

The Administration is continuing the movement toward openness by developing a new *We The People* Application Programming Interface (API), to be rolled out in two phases. First, the White House plans to introduce a Read API that allows individuals to request data from *We the People* that they can in turn use to build programs and applications. Second, the White House plans to launch a Write API that allows individuals

to collect and submit signatures from their own platforms, without directly sending users to *We the People*. Both will make the platform more responsive and useable for the American public.

The Administration had several discussions with civil society representatives in the last year to inform the implementation of this commitment. Moreover, in February 2013, the Administration invited twenty-one programmers, data scientists, and tech experts to the White House for a “hackathon” to spend a day working alongside seven members of our own development team building tools using a beta version of the *We the People* Read API, identifying bugs, and contributing example code to a software development kit. Participants devised working prototypes of numerous projects – including an embeddable map that shows the geographic support for any single petition, a time-lapse visualization of zip codes where petitions are being signed, an embeddable thermometer that shows progress toward crossing the signature threshold for any given petition, and a range of data analysis tools. Some of these projects will be released as open source code, and others will be incorporated into *We the People* itself. This hackathon helped the White House team find ways to make the Read API more flexible, better documented, and easier to use – in preparation for when it is officially released.

Develop Best Practices and Metrics for Public Participation

The Administration believes that public participation enables our government to improve the delivery of services and information to the public. Further, the use of Best Practices and Metrics enables us to continuously improve our practice of Public Participation. Because the Administration’s commitment to issue Best Practices and Metrics for Public Participation has been merged into a larger and more ambitious effort, this commitment has not yet technically been fulfilled. The Federal Government’s [Digital Government Strategy](#), launched May 23, 2012, puts forth an ambitious set of goals to modernize and improve the way government delivers digital services to the American public. In order to align with deliverables required by the Digital Government Strategy, the Best Practices document will be completed by the fall of 2013. With this new timeline in mind, the Administration has begun to collect stakeholder input. Already, numerous Federal agencies have provided feedback on challenges they face when seeking to enhance public participation.

2. Modernize Management of Government Records

NATIONAL ACTION PLAN

The backbone of a transparent and accountable government is strong records management that documents the decisions and actions of the Federal Government. The transition to digital information creates new opportunities for records management, but much of government still relies on outdated systems and policies designed during a paper-based world. To meet current challenges, the U.S. will:

Reform Records Management Policies and Practices Across the Executive Branch. We will launch an initiative that will recommend reforms and require reporting on current policies and practices. The initiative will consider changes to existing laws and ask how technology can be leveraged to improve records management while making it cost-effective. The initiative will seek a reformed, digital-era, government-wide records management framework that promotes accountability and performance.

Government Assessment of Progress

On August 24, 2012, OMB and the National Archives and Records Administration (NARA) jointly issued the [Managing Government Records Directive](#) (M-12-18), creating a robust framework for the management of government records in the 21st century:

"Records are the foundation of open government, supporting the principles of transparency, participation, and collaboration. Well-managed records can be used to assess the impact of programs, to improve business processes, and to share knowledge across the Government. Records protect the rights and interests of people, and hold officials accountable for their actions. Permanent records document our nation's history."

In the spirit of open government, the Administration gathered significant input from Federal agencies, outside groups, professional organizations, and the public to develop this Directive. This feedback has greatly improved the final product.

The Directive laid out two primary goals: (1) by 2019, Federal agencies will manage all permanent electronic records in an electronic format; and (2) by 2016, Federal agencies will manage both permanent and temporary email records in an accessible electronic format. In furtherance of these goals, the Administration successfully completed several actions. The Administration designated Senior Agency Officials (SAOs) and convened a meeting on November 28, 2012 with the Archivist of the United States to outline their roles and responsibilities to support their records management programs. In addition, the Administration conducted a review of records management reporting requirements in December 2012.

The Administration continues to work to meet the goals of the Directive. Doing so will require significant technical commitments from SAOs, and fundamental changes by the broader records management community. Federal agencies have been supportive of the Directive. The Administration, moreover, is working on several action items due in 2013, including updating guidance on the management of email and on how to transfer electronic records to NARA, creating a new records management job series, and developing a Community of Interest to solve specific records management challenges that support the goals of the Directive. The Administration looks forward to continuing its work with civil society and the public to achieve the goals laid out in the Plan and is confident future milestones of the Directive will be met.

3. Continue to Improve Freedom of Information Act Administration

NATIONAL ACTION PLAN

The Freedom of Information Act (FOIA) guarantees public access to executive branch agency records that are not exempted from disclosure. The Administration's reforms to date have increased transparency, reduced backlogs, and encouraged disclosure of government information before a FOIA request is made. To improve the administration of FOIA, the U.S. will:

Professionalize FOIA Administration. We will continue work on a new civil service personnel category (or job series) for officials who specialize in administering FOIA and other information programs. It is important to recognize the professional nature of the work done by those administering FOIA.

Harness the Power of Technology. We will expand our use of technology to achieve greater efficiencies in FOIA administration, including utilization of technology to assist in searching for and processing records. Moreover, as agencies increasingly post information on their websites, we will work to ensure that the information is searchable and readily usable by the public.

Government Assessment of Progress

The FOIA is a vital part of our democracy. The Obama Administration has demonstrated a commitment to improve FOIA administration since early in the first term. Agencies were mandated to adopt a presumption of disclosure, encouraged to take proactive steps to make information available to the public, and have worked to reduce their backlogs of FOIA requests. These efforts have paid off. Despite ever increasing numbers of requests (7.6 percent since 2008), the U.S. Government has reduced its backlog of pending requests by forty-five percent since 2008. It did so while maintaining a release rate above ninety-two percent for four years in a row. Agencies have also significantly improved the average processing times for requests. Additionally, the Department of Justice's (DOJ) new FOIA [online dashboard](#) enables users to assess FOIA compliance for the nearly 100 agencies subject to FOIA. The Administration also implemented FOIA dispute resolution for the first time through the Office of Government Information Services (OGIS) at NARA, which has handled more

than 2,000 requests for assistance in its first three years of operation. The Administration has held, and continues to hold, roundtables with requesters and FOIA professionals to discuss FOIA administration. The U.S. Government pledged to continue to improve FOIA administration in the Plan by professionalizing FOIA administration and harnessing the power of technology, and has made strong progress in this regard.

Professionalize FOIA Administration

FOIA and Privacy Act professionals play a vital role in maintaining an open government. Maintaining a distinct job category for FOIA and Privacy Act professionals creates greater professionalization of the FOIA and Privacy Act workforce – increasing agency efficiency and responsiveness, promoting accountability, and elevating the importance of the work performed by those in the Federal Government who are responsible for realizing the Administration’s vision of an open and transparent government. Recognizing the critical importance of the work these individuals perform, the Administration created the new job series Government Information Series, 0306, in March 2012, and issued a Position Classification Flysheet directing agencies to implement the change. As of November 2012, twenty-seven agencies employed a total of 229 professionals under the new job series.

Implementation of this commitment resulted from a collaborative effort between the Office of Personnel Management (OPM) and the Office of Information Policy (OIP) in the DOJ, with input from the Department of Defense (DOD) and OGIS, as well as outside stakeholders with relevant experience, such as the American Society of Access Professionals. The Administration is proud that this commitment has been met, but also recognizes that the task of professionalizing FOIA is not over. The U.S. Government will continue to work to ensure that human resources professionals across the government understand this new job series and give this job series the proper elevation that it deserves.

Harness the Power of Technology

Technology has the potential to transform FOIA administration, and the Administration has taken significant steps to accomplish this commitment. More than one hundred offices across the U.S. Government are now employing web portals that allow the public to electronically submit a FOIA request. Not only has this made submitting requests easier for requesters, it has also made it easier for the agencies to log, track, and respond to requests.

Technology can bring significant efficiencies to FOIA administration. One of the most common difficulties in processing FOIA requests is the large amount of time spent by FOIA personnel searching for, de-duplicating, and conducting initial responsiveness reviews on records. Over the course of the last year, several Federal agencies have replaced time-intensive manual processes with software applications that automatically de-duplicate, thread and sort emails, pre-process and tag records, and create document indices. Since these technologies require a large initial investment, OIP conducted a pilot to assess the savings in time and expense that can be realized through the use of such tools, and presented the highly encouraging results at a

government-wide conference held in February 2013. The agencies in attendance expressed great interest to explore expansion of this technological capability.

The Administration realizes that FOIA tools for agencies are not one-size-fits-all. Federal agencies have different structures, receive different types of requests, have widely varying budgets, and vary in the levels of technology already in use – as some agencies still work with paper files. In order to further the Administration's commitment to utilize technology in FOIA administration government-wide, OIP has released guidance and tutorials to help agencies bring the technology that they have to bear in order to make FOIA administration easier. OIP combined its training role with its commitment to leverage technology by hosting its first video conference for FOIA training in early 2013. This method of training not only allows subject matter experts to reach a wider audience of Federal FOIA professionals outside of the Washington, D.C. area, but in some cases significantly reduces agency travel costs associated with FOIA training. Additionally, through the FOIA Technology Working Group, agencies have a forum for exchanging ideas and experiences on ways to better use technology to streamline the FOIA process, help agencies gain efficiencies, and improve the online availability of information.

Agencies throughout the U.S. Government are now developing new ways to use technology to improve FOIA administration. For example, some agencies have developed shared platforms so that multiple offices can view and comment on a document simultaneously, thereby allowing a consensus to be reached on its handling. Similarly, OGIS offers a wiki to allow multiple agencies receiving the same FOIA request to share information and work together.

One effort that has been of particular interest to the requester community has been the [FOIAonline](#) project launched by the Environmental Protection Agency (EPA), the Department of Commerce, and NARA and currently also utilized by the Department of the Treasury (Treasury), the Federal Labor Relations Authority, and the Merit Systems Protection Board. This shared portal allows members of the public to submit and track FOIA requests made to the agencies using the portal in one central place. The portal can be used to forward documents to other agencies using the system for consultation, and it provides a central "FOIA library" for the participating agencies to post requested documents. We recognize that there is a strong desire by some for FOIAonline to be immediately adopted as a centralized government-wide portal, but the project is still in its infancy, and deciding to integrate a single technology across agencies presents a number of significant challenges and requires appropriate deliberativeness. The Administration is eager to learn from this project, particularly whether and how a single centralized FOIA administration system and library can be successfully integrated on a wider scale.

The Administration has also continued to improve [FOIA.gov](#), a FOIA website launched by DOJ as part of its open government plan that gives requesters a centralized location to learn about FOIA, including data collected by DOJ and information about how to submit a FOIA request. The Administration has successfully

launched a number of new projects on FOIA.gov in the past year. For example, the website can now graphically display detailed statistics on an agency's FOIA administration, such as numbers of requests received and processed, exemptions used, and response time. Not only are these statistics now being gathered quarterly for the first time, but they are also automatically collected using simple web tools, allowing agencies to focus more energy on processing requests. The "Find" feature offers the public a convenient way to search across all agency websites. This function reduces the need to submit a FOIA request and allows the public to readily see the range of agencies that might have documents publicly available on a topic of interest to them. Additionally, FOIA.gov now has content available in Spanish.

There are also great new tools for the public and agencies on the [OGIS website](#). For example, it is now possible for those seeking mediation services to submit their requests through a web form and track the progress of their requests to OGIS online.

Federal agencies have also made great strides in improving their own FOIA websites. They are making their websites more usable for the public, including posting searchable databases and adding mobile applications to disseminate information to the public. And they are increasingly identifying records that are of interest to the public and posting them proactively on their websites. Many agencies are also publishing their FOIA logs of requests received on an on-going basis, including making them accessible as a PDF or CSV file.

The Administration has made significant progress over the past year, with progress to come. In the coming months, OIP will be:

- Issuing guidance to agencies on posting documents to agency FOIA Libraries in a way that will allow for the creation of a virtual government-wide FOIA Library.
- Issuing guidance on the FOIA's proactive disclosure requirements and the directives of the President and Attorney General to use technology to make information known to the public.
- Updating the DOJ Guide to the FOIA, making it an online "living" document. In this new format, DOJ will be able to add to the Guide significant new developments in the FOIA as they occur. This new version will also have links to source material and allow users the ability to search the entire treatise comprehensively as opposed to searching one section at a time.
- Expanding the Annual FOIA Report web tool so that it provides agencies not only the ability to create XML data reports, but also human-readable reports.
- Developing an online training course about the FOIA to be available to all Federal employees in keeping with the Attorney General's mandate that FOIA is everyone's responsibility.

Processing FOIA requests is a fundamentally labor intensive task, and working to improve timeliness is especially difficult at a time when initial requests have been steadily increasing and budgets have been decreasing. By providing agencies and FOIA professionals with new tools and expanding access to training online, the Administration is working hard to fulfill its commitment to improve transparency through further

use of technology. While there is always more work to be done, the Administration believes this commitment has been met. As the Supreme Court has said, FOIA is a “structural necessity in a real democracy.” The Administration agrees, and is committed to continuing to utilize technology to help aid in this process.

4. Declassify National Security Information

NATIONAL ACTION PLAN

In many cases, information that at one time was not made public for reasons of national security can eventually be made available through the declassification process. In Executive Order 13526, “Classified National Security Information,” the President established a National Declassification Center to strengthen Open Government by improving coordination among agencies and streamlining the declassification process throughout the Federal Government. In the next year, the Center will:

Lead a Multi-Agency Effort. This multi-agency effort will work to declassify historically valuable classified records in which more than one agency has an interest, and work to address the backlog of 400 million pages previously accessioned to the National Archives. The Center will also oversee the development of standard declassification processes and training to improve and align declassification reviews across agencies. The Center will consider public input when developing its prioritization plan, as well as report on its progress, provide opportunities for public comment in a variety of media, and host at least one public forum to update the public and answer questions.

Government Assessment of Progress

President Obama established the National Declassification Center (NDC) in late December 2009 by Executive Order (E.O.) 13526, [Classified National Security Information](#). Under the direction of the Archivist of the United States, the NDC coordinates the processing of referrals of twenty-five-year-old and older classified records of permanent historical value. In an accompanying [Presidential Memorandum](#), the President specified that referrals and quality assurance problems for the 400 million pages of accessioned Federal records previously subject to automatic declassification should be addressed in a manner that will permit public access to all declassified records from this backlog no later than December 31, 2013.

Over the past year, the NDC has led a multi-agency effort to declassify historically valuable classified records and has done so transparently and with significant public input. Within the constraints of the NDC’s current mandate, which preserves review by multiple equity-holding agencies, and the constraints imposed by the Kyl-Lott Amendment, which requires additional procedural attention and effort to prevent release of atomic energy related information, the NDC has made impressive strides toward reducing the massive backlog it faced when it began its task. At the end of 2012, the NDC had completed its assessment of the backlog: all records within the backlog had been analyzed and placed in the proper queue for final quality review and

processing. As of February 16, 2013, 237 million pages of the 359 million pages assessed in the backlog had completed final quality review for national security information, and 104 million of those pages had completed all processes. NDC is on track to potentially address quality review in the remaining backlog pages by the end of calendar year 2013, though the final processing stage will be outstanding.

The NDC is implementing standardized training in order to improve future review quality and records handling. The curriculum, though still in development, will consist of web-based and instructor-led course modules with a goal of educating cleared declassification reviewers, records managers, access and security professionals on the historical background to declassification requirements and the executive orders, proper document handling, general agency responsibilities, and equity identification.

In an effort to eliminate future backlogs, the NDC is adding an evaluation cycle for the non-backlog records, as well as piloting a re-review for records previously withheld for national security concerns but that may not currently meet the requirements for exemption under fifty-year-automatic declassification.

The Administration has solicited and welcomed public input in its declassification efforts. NDC has held a yearly public interactive forum, issued semi-annual public status reports, had center staff blog discussions and web postings of historical records within NARA holdings, and solicited public input into prioritization within the backlog records. The NDC's [website](#) diagrams and details its declassification process. The NDC and Information Security Oversight Office are in frequent communication with open government advocates, and leadership in those institutions regularly meet to discuss progress on Plan commitments, as well as independent recommendations from civil society representatives.

Although the Administration has made significant progress in the past year, substantial challenges remain to the Administration's efforts, such as the page-by-page review process imposed by the Kyl-Lott Amendment and the required review for declassification by multiple equity-holding agencies, not to mention the long-term issues posed by ever-growing volumes of materials for review. Although the NDC has instituted expedited approaches and rearranged staffing where possible, the substantial number of backlogged records requiring review for Kyl-Lott continues to impact any prioritization plan the NDC might have implemented for processing collections based on a requester's interest and demand. The Administration is looking for ways to address these issues, and expects to continue engagement with civil society about their recommendations. The Administration is also reviewing the recent report by the Public Interest Declassification Board, which provides its recommendations on a fundamental transformation of the security classification system—recommendations the President asked for in his 2009 Memorandum.

5. Support and Improve Agency Implementation of Open Government Plans

NATIONAL ACTION PLAN

The OMB Open Government Directive, mentioned above, required agencies both to take immediate steps and to establish long-term goals to achieve greater openness and transparency. Over the next year, the U.S. will:

Monitor Agency Implementation of Plans. Taking account of the views and perspectives of outside stakeholders, the White House will carefully monitor agency implementation of the plans. As a result, agencies will improve their efforts to disclose information to the public and to make such disclosure useful, identify new opportunities for public participation in agency decision-making, and solicit collaboration with those outside government.

Government Assessment of Progress

Since the process of opening government does not happen overnight, as part of its Plan, the Administration committed to support and stimulate implementation of agency Open Government Plans.

This commitment has been fulfilled in a variety of ways. First, the Administration regularly convened the Interagency Open Government Working Group of agency open government representatives. The Working Group served as a vehicle for collaborating with agencies to ensure they continued to implement their initial open government plans. The Working Group also partnered with agencies as they worked to release a 2.0 version of their respective open government plans, and all twenty-four Chief Financial Officer (CFO) Act agencies revised their plans. During the course of this process, White House officials met with representatives from every CFO Act agency to discuss implementation of their open government plan, and to brainstorm ideas on initiatives for the second version of their plan.

The White House also encouraged agencies to meet with stakeholders before, during, and after they wrote their open government plan 2.0 in order to ensure that the plans represented a mosaic of ideas and suggestions for making their agency as transparent, collaborative, and participatory as possible. Agencies also benefitted from reaching out to civil society organizations outside the “beltway,” such as critical stakeholders on the state and local level. The White House will continue to work with agencies as they implement their open government plans.

6. Strengthen and Expand Whistleblower Protections for Government Personnel

NATIONAL ACTION PLAN

Employees with the courage to report wrongdoing are a government's best defense against waste, fraud, and abuse. Federal law clearly prohibits retaliation against most government employees who blow the whistle, but some employees have diminished protections, and judicially-created loopholes have left others without an adequate remedy. To address these problems, we will:

Advocate for Legislation to Reform and Expand Whistleblower Protections. Recently, Congress nearly enacted legislation that would eliminate loopholes in existing protections, provide protections for employees in the intelligence community, and create pilot programs to explore potential structural reforms in the remedial process. The Administration will continue to work with Congress to enact this legislation.

Explore Utilization of Executive Branch Authority to Implement Reforms if Congress is Unwilling to Act. Statutory reform is preferable, but if Congress remains deadlocked, the Administration will explore options for utilizing executive branch authority to strengthen and expand whistleblower protections.

Government Assessment of Progress

Accountability is essential to open government. The Administration has consistently worked to strengthen whistleblower laws to protect Federal workers who expose waste, fraud, and abuse of authority in government through the appropriate channels. In the Plan, the Administration committed to use executive action if Congress failed to act in this area. The Administration was pleased that on November 27, 2012 – after four years of work with advocates and Congress – the President signed the Whistleblower Protection Enhancement Act of 2012. Its passage vindicates longstanding Administration efforts to promote commonsense legislative protections. The Act closes loopholes and upgrades protections for Federal workers who blow the whistle on waste, fraud, abuse, and illegality. In particular, it improves whistleblower protections for Federal employees by clarifying the scope of protected disclosures; expanding judicial review; expanding the penalties imposed for violating whistleblower protections; creating new protections for Transportation Security Officers and scientists; creating whistleblower ombudsmen; and strengthening the authority of the Office of Special Counsel to assist whistleblowers.

The Administration supported a legislative proposal that would have also included protections for the intelligence community. When it became evident that those provisions would be a barrier to the bill's passage, the President took executive action, issuing a landmark directive that extended whistleblower

protections to the intelligence and national security communities for the first time, with the signing of [Presidential Policy Directive 19](#) in October 2012. Given the unique security issues facing these communities, developing the Directive required a long and sustained consensus-building effort within the Executive Branch. Though reforms taken through executive action are inherently constrained by the limits of existing authorities, and the success of the Directive will depend on agency implementation, its reforms are significant, and may pave the way for legislative action in the future. In response to civil society feedback, the White House recently published the Directive online.

7. Enhance Enforcement of Regulations Through Further Disclosure of Compliance Information

NATIONAL ACTION PLAN

From highway safety and clean air to workers' safety and toxic chemicals, smart regulations cannot work without effective enforcement. Disclosure of regulatory compliance information helps to foster fair and consistent enforcement of important regulatory obligations. The President issued a memorandum requiring Federal enforcement agencies to make publicly available compliance information easily accessible, downloadable, and searchable online. In the next year, Federal agencies will:

Provide Enforcement and Compliance Data Online. Agencies will continue to develop plans for providing greater transparency about their regulatory compliance and enforcement activities, and look for new ways to make that information accessible to the public.

Government Assessment of Progress

Greater disclosure of regulatory compliance information is a critical step to encourage the public to hold the government and regulated entities accountable, and foster fair and consistent enforcement of important regulatory obligations. Accordingly, the Administration committed in the Plan to enhance enforcement of regulations through further disclosure of compliance information.

The Administration has met this commitment in several ways. First, Federal agencies have been directed to develop plans to make public information concerning their regulatory compliance and enforcement activities accessible, downloadable, and searchable online, as required in the President's [Memorandum on Regulatory Compliance](#). All major agencies have created such plans, and several agencies – such as the EPA, the Departments of Transportation and Commerce, and the Food and Drug Administration (FDA) – have made their plans public. The Memorandum also requires agencies to make the enforcement and compliance data available online in a centralized format so that it can be shared across the Federal Government, and the Administration is working to create this centralized platform in the coming months, to help ensure greater information is made available between agencies.

Second, the Administration has worked with agencies to explore new ways to improve data disclosure, such as through EPA's [Compliance and Enforcement History Online](#) (ECHO) Database, and the [Department of Labor's Data Enforcement](#). ECHO has information on more than 800,000 regulated facilities, in addition to analytics and trends that help the public more easily digest the data, and has added new features such as the Criminal Cases Search, which allows the public to search criminal prosecutions that result from environmental investigations. Likewise, the Data Enforcement website has been improved to make enforcement data collected by Department of Labor agencies in the exercise of their mission accessible and searchable, while also engaging the public in ways that make the data even more useful. The Administration looks forward to exploring innovative opportunities to work with agencies to improve data disclosure and accessibility.

Finally, it is important to note that civil society partners have met with their agency colleagues throughout the Administration on this commitment and have offered helpful advice on the type of data that should be published. The Administration is grateful for the input from these partners and hopeful that they will continue to work collaboratively with agencies on these important issues.

8. Increase Transparency of Legal Entities Formed in the U.S.

NATIONAL ACTION PLAN

Legal entities can provide access to the international financial system for illicit actors and may frustrate financial investigations. To increase transparency over the next year, we will:

Advocate for Legislation Requiring Meaningful Disclosure. As a critical element of a broader strategy to safeguard the international financial system from such abuse of legal entities, the Administration will advocate for legislation that will require the disclosure of meaningful beneficial ownership information for corporations at the time of company formation.

Government Assessment of Progress

To enhance transparency for law enforcement, amongst other purposes, the Administration committed to work with Congress to enact legislation to require disclosure of beneficial ownership information of legal entities at the time of company formation. Media reports and law enforcement continue to highlight the misuse of legal entities such as shell companies that mask the identity of illicit actors and facilitate access to the international financial system. Law enforcement agencies and DOJ uniformly view the lack of beneficial ownership information as a major impediment to criminal investigations, and called for having this information available for investigative purposes.

The Administration was focused on this issue for several years before the launch of the Plan. Treasury, in close cooperation with DOJ and the Department of Homeland Security, drafted and cleared three Administration legislative proposals in April, June, and September 2010 requiring transparency of legal entity ownership.

Although this proposal was not introduced in Congress, Treasury worked with Senator Carl Levin on, and welcomed, S. 1483, Incorporation Transparency and Law Enforcement Assistance Act, a bill that sought to ensure that persons who form a corporation in the United States must disclose the beneficial owners of the corporation. Despite the evident illicit finance risks associated with misuse of legal entities, a comprehensive legislative solution has not been achieved to date.

As it committed to do, the Administration has continued to promote beneficial ownership as a priority initiative. However, the Administration has encountered significant challenges surrounding passage of comprehensive legislation. A number of business and other groups are strongly opposed to S.1483 and similar legislation. Many of these groups have expressed concerns that this legislation would be burdensome to the States, costly to administer, and hamper legitimate company formation services.

While progress on legislation addressing company formation remains difficult, Treasury, along with other relevant agencies, made strides in initiatives aimed at improving the global anti-money laundering/counter the financing of terrorism (AML/CFT) standard governing beneficial ownership, through the Financial Action Task Force (FATF). Further, the Administration is regularly engaging key foreign partners on a bilateral basis to stress the importance of this issue. In addition, Treasury issued an Advance Notice of Proposed Rulemaking on Customer Due Diligence (CDD) and Beneficial Ownership (ANPRM) for Financial Institutions, soliciting public comment on a wide range of issues related to customer due diligence, including an obligation to collect beneficial ownership information of legal entities customers. Subsequently, Treasury undertook extensive private sector engagement and town hall meetings with a wide range of stakeholders. All the relevant information gathered, through written comments as well as public engagements, has informed the development of proposed CDD rule text, which Treasury anticipates issuing in the near future.

With competing priorities, a risk exists that initiatives to enhance the transparency of company formation could lose momentum. In light of this fact, the Administration is adapting its approach and exploring several complementary initiatives.

First, in this context, the Administration is currently monitoring the status of company formation legislation, which has yet to be introduced in this Congress, to assess whether there is a viable course of action. Second, Treasury has begun to explore whether there are existing legal authorities such as the Internal Revenue Code and the Bank Secrecy Act, which could be leveraged to obtain beneficial ownership information for a segment of legal entities formed in the United States. Third, because company formation is regulated at the State level, the Administration may consider further engagement with Secretaries of State and civil society to build support for individual State-based initiatives to improve transparency. Finally, because financial transparency directly impacts the international financial systems, the Administration is working through such fora as the G8 and FATF to raise awareness and improve implementation of the international AML/CFT standards.

Open Government to Manage Public Resources More Effectively

1. Implement Extractive Industries Transparency Initiative

NATIONAL ACTION PLAN

The Extractive Industries Transparency Initiative (EITI) has developed a voluntary framework under which governments publicly disclose their revenues from oil, gas, and mining assets, and companies make parallel disclosures regarding payments that they are making to obtain access to publicly owned resources. These voluntary disclosures are designed to foster integrity and accountability when it comes to development of the world's natural resources. This Administration:

Is Hereby Committing to Implement the EITI to Ensure that Taxpayers Are Receiving Every Dollar Due for Extraction of our Natural Resources. The U.S. is a major developer of natural resources. The U.S. collects approximately \$10 billion in annual revenues from the development of oil, gas, and minerals on Federal lands and offshore, and disburses the bulk of these revenues to the U.S. Treasury, with smaller portions disbursed to five Federal agencies, 35 States, 41 American Indian tribes, and approximately 30,000 individual Indian mineral owners. By signing onto the global standard that EITI sets, the U.S. Government can help ensure that American taxpayers are receiving every dollar due for the extraction of these valuable public resources.

Will Work in Partnership with Industry and Citizens to Build on Recent Progress. The Administration has already made important strides in reforming the management of our natural resources to ensure that there are no conflicts of interest between the production and the collection of revenues from these resources. Signing onto the EITI initiative will further these objectives by creating additional "sunshine" for the process of collecting revenues from natural resource extraction. Industry already provides the Federal Government with this data. We should share it with all of our citizens. Toward that end, the Federal Government will work with industry and citizens to develop a sensible plan over the next two years for disclosing relevant information and enhancing the accountability and transparency of our revenue collection efforts.

Government Assessment of Progress

In the interest of transparency, and to ensure that American taxpayers are receiving every dollar due for the extraction of their natural resources, President Obama announced the U.S. commitment to implement the international standard known as the Extractive Industries Transparency Initiative (EITI) in the Plan. In October 2011, he designated the Secretary of the Interior as the senior U.S. official responsible for the implementation of EITI, and that same day the Secretary committed to work with civil society and industry to do so. Together, these actions fulfilled the first three of five sign-up requirements toward applying for EITI Candidacy.

From November 2011 to February 2012, the Administration began a “get smart” phase on EITI—a team of officials met with past and present EITI Board members and the EITI International Secretariat, observed an EITI Board meeting, and met with Norwegian EITI Secretariat counterparts to obtain lessons learned on EITI implementation. From February to June 2012, the Administration conducted extensive public outreach to understand what types of people and organizations could best represent U.S. stakeholders, and how to best form a multi-stakeholder group to implement EITI in the United States. The Administration held two public comment periods, seven public listening sessions (in Anchorage, Denver, Houston, New Orleans, Pittsburgh, St. Louis, and Washington, D.C.), a webinar, and a workshop.

Based on an independent stakeholder assessment derived from the input received, in July 2012, the Secretary of the Interior established an Advisory Committee under the Federal Advisory Committee Act to serve as the initial USEITI Multi-Stakeholder Group. From mid-July to mid-October, the Administration solicited and received nominations for the Committee from civil society, industry and government, and conducted two months of vetting and review of the nominees. On December 22, 2012, the Secretary appointed twenty-one primary and twenty alternate members to the USEITI Multi-Stakeholder Group (USEITI MSG). By establishing the Multi-Stakeholder Group, the U.S. completed the fourth of five sign-up requirements toward EITI Candidacy.

On February 13, 2013, the Secretary of the Interior hosted the first meeting of the USEITI MSG in Washington, D.C. At their first meeting, the group reviewed terms of reference for how they will work together in a consensus-based fashion, discussed a timeline for completing work in 2013, and began work on the U.S. candidacy application that must be delivered to and reviewed by the EITI International Board.

The Administration views the second term as yet another moment of opportunity for EITI, during which government, civil society, and industry may chart a new course together for open and responsive governance. The United States is operating on an ambitious schedule to prepare and submit our EITI candidacy application to the EITI Board, with the hope that it can be approved by the EITI Board in 2013. Completion of the candidacy application would fulfill the fifth of the requirements to apply for Candidacy.

Once the application is accepted and the United States becomes an EITI Candidate country, the U.S. Government will have eighteen months to fulfill Candidacy requirements and produce its first EITI report, and another year to attain EITI Compliant status. This will involve extensive cooperation and effort by the USEITI Multi-Stakeholder Group, working collaboratively across government, industry and civil society to determine which revenues collected by government and paid by industry are material for reporting; how that data should be reported so that it is informative and useful to the American public; when the data will be reported and by whom, and who will collect it; and who will be the independent auditor that will compare the government and industry reports and work with both to handle any discrepancies.

2. Increase Transparency in Spending By Applying Lessons from the Recovery Act to All Federal Spending

NATIONAL ACTION PLAN

The Administration has provided the public detailed information about stimulus spending (Recovery.gov), Federal procurement and financial assistance spending, down to the sub-award level for grants and contracts (USAspending.gov), the accuracy of payments to non-Federal recipients to reduce fraud, waste, and abuse (Paymentaccuracy.gov), and Federal information-technology spending (it.usaspending.gov). In the coming year, the U.S. will:

Provide Strategic Direction to Increase Transparency. On June 13, 2011, the President furthered his commitment to Federal spending transparency in Executive Order 13576, which establishes the new Government Accountability & Transparency Board (GATB). Within six months of its establishment, the GATB will provide a report to the President recommending concrete steps that can be taken to achieve the goals of the Executive Order. The report will focus on integrating systems that collect and display spending data, ensuring the reliability of those data, and broadening the deployment of cutting-edge technologies that can identify and prevent fraud.

Government Assessment of Progress

The Administration, through the work of the Government Accountability and Transparency Board (GATB), provides strategic direction to the Federal Government on ways to increase Federal spending transparency. The GATB's strategic direction has focused on integrating systems that collect and display spending data, ensuring the reliability of those data, and broadening the deployment of cutting-edge technologies that can identify and prevent fraud. In December 2011, the GATB submitted to the President its initial report, containing key recommendations for concrete steps the Federal Government should take to enhance transparency and accountability.

First, the GATB recommended expanding the use of cutting-edge tools that can help detect and prevent waste, fraud and abuse, and creating a centralized platform for ensuring accountability in spending across the U.S. Government. To advance this cause, the Recovery Board has partnered with the GATB to initiate pilots with both agencies and Inspectors General on how best to deploy new forensic and analytical capabilities government-wide. In addition, OMB and Treasury launched the President's Do Not Pay tool to help Federal agencies prevent the types of improper payments that have plagued government for too long – including pension payments to the deceased and payments to fraudulent contractors. On April 12, 2012, OMB issued memorandum M-12-11 directing agencies to use this "[Do Not Pay List](#)" solution as a centralized source for checking eligibility before making a payment, in order to prevent waste, fraud, and abuse. As of February 2013, Federal agencies are on track to meet the statutory deadline that by June 2013 all Federal agencies will review as appropriate all payments and awards for all programs through Do Not Pay, based on the

requirements in the Improper Payments Elimination and Recovery Improvement Act of 2012 (IPERIA). Collectively, these solutions are moving us closer to the GATB's vision of a cutting-edge technology to drive government-wide spending accountability.

Second, the GATB recommended working to create a single electronic collection system for grant related data to eliminate system redundancies, and reduce recipients' burden of reporting to multiple agencies. To advance this idea, OMB and Federal agencies are working with the Recovery Board to explore the opportunities to leverage Recovery.gov as a model for displaying the type of spending data currently displayed on USAspending.gov. OMB is also working closely with the General Services Administration (GSA) in its efforts to consolidate the Integrated Award Environment (IAE) into the System for Award Management (SAM). In addition, the GATB is currently working with OMB and Federal agencies such as Treasury, DOD, GSA, and the Department of Health and Human Services (HHS) to develop new methods for standardizing and improving the collection and display of Federal financial assistance and contract data. In upcoming months, the Administration will look to engage with civil society organizations and other key stakeholders, such as state governments, to chart the vision for improving information collection and display on USAspending.gov going forward. Finally, OMB has continued to collaborate with the Recovery Board and Federal agencies, including Treasury, to identify and implement opportunities to consolidate existing government-wide reporting requirements to reduce reporting burden and provide one consistent and comprehensive one-stop resource for Federal award spending.

Third, the GATB identified steps needed to ensure that each award reported on USAspending.gov can be uniquely identified in order to provide uniformity and consistency of data and enhance transparency of government spending. This effort is critical to ensure that recipients who are reporting subawards are easily able to identify their award, while also ensuring that the data we provide to the public are more reliable, easier to use, and more meaningful in tracking how Federal dollars are spent. A unique award identification requirement is not the sole key to uniformity and consistency of data on USAspending.gov. Based on the collaboration with the GATB, agency leadership, Inspector General community, Congress and other interested stakeholders, data reliability and quality of Federal spending information must be achieved. To achieve data reliability and quality, in addition to following through on the three existing GATB recommendations, OMB has developed a new Statement of Spending. This new Statement makes transparent information about where and how Federal agencies spend tax dollars part of agencies' annual audited financial statements. OMB piloted this new statement with a number of agencies in their financial reports that were submitted in November 2012. Forthcoming guidance to agencies will outline how to leverage the accountability framework provided by agency annual financial statements including statements of spending to provide similar assurances to the quality of financial data published on USAspending.gov.

With the shared goals of transparency and accountability to the American people, the Administration has applied the authorities granted by statute to accomplish these outcomes. The Administration, through its

work under the GATB, Federal agencies, inspectors general and in close concert with Congress, recipients of Federal funds, civil society, and other stakeholders will continue to improve transparency in Federal spending, ensure accountability of taxpayer dollars, and drive efficiencies in Federal spending. The Federal Government will continue to implement these efforts in an effective and cost-efficient manner, with appropriate resources made available to accomplish the Administration's goals for transparency and accountability in Federal spending.

3. Increase Transparency of Foreign Assistance

NATIONAL ACTION PLAN

Greater foreign aid transparency promotes effective development by helping recipient governments manage their aid flows and by empowering citizens to hold governments accountable for the use of assistance. Increased transparency also supports evidence-based, data-driven approaches to foreign aid (assisted, where appropriate and feasible, by the use of randomized controlled experiments). Building on these commitments, the U.S. will:

Release and Implement Government wide Reporting Requirements for Foreign Aid. These requirements will direct all Federal agencies that administer foreign assistance to provide timely and detailed information on budgets, disbursements, and project implementation. Agencies will be responsible for providing a set of common data fields that are internationally comparable. The information collected through the above initiative will be released in an open format and made available on a central portal – the Foreign Assistance Dashboard (ForeignAssistance.gov) – that will be updated quarterly.

Government Assessment of Progress

All U.S. foreign assistance transparency work is driven and informed by the primary objective to make aid more effective for development. Increased transparency accomplishes this objective by assisting recipient governments in better managing their aid flows and by empowering citizens to hold governments accountable for how assistance is used. U.S. foreign assistance is more effective and accountable when it is more transparent, and so the United States pledged to release and implement reporting requirements for foreign aid in the Plan. The Administration made significant progress toward this commitment by issuing robust, government-wide reporting guidance; dedicating a full-time team to work on implementation; immediately engaging the seven agencies with the largest foreign assistance portfolios; and laying the foundation to achieve 100-percent coverage by the end of 2015.

The Federal Government achieved the first half of its commitment by issuing government-wide guidance on reporting requirements for all Federal agencies that administer foreign assistance. In September 2012, OMB released [Bulletin 12-01](#), which directs U.S. agencies to collect foreign assistance data and outlines all required

data fields needed to satisfy multiple reporting requirements. The Bulletin underscores the U.S. commitment to make foreign assistance information more transparent, accessible, and compatible with international standards, and lays out the policy objectives that the U.S. Government seeks to achieve. The Bulletin also outlines the guiding principles for reporting foreign assistance data – including a presumption in favor of openness and an emphasis on more detailed, timely, and quality data – and establishes “principled exceptions” to provide agencies with sufficient flexibility to protect sensitive information from disclosure on a case-by-case basis. Finally, the Bulletin includes a prioritized order for agency implementation, based on the relative size of that agency’s foreign assistance portfolio.

The Bulletin institutionalizes foreign assistance reporting by directing agencies to publish their data to the [Foreign Assistance Dashboard](#) (“Dashboard”). The Dashboard makes U.S. foreign assistance data available to the public in open, machine-readable formats and visualizes those data enabling various stakeholders to track U.S. foreign assistance investments, including civil society organizations, Congress, government agencies, other donors, and partner country governments. The Dashboard currently contains the most recent foreign assistance budgets, obligation, and disbursement data for the U.S. Agency for International Development (USAID), and the Millennium Challenge Corporation (MCC), as well as the budget planning data for the Department of State.

Consistent with the OMB Bulletin, the Dashboard will expand over time to include more detailed financial and program data from USAID, MCC, and Department of State, and will eventually include data from all U.S. Government agencies engaged in foreign assistance. Achieving that goal requires a significant effort – led by the Dashboard team – to map agency-specific program management systems to the Dashboard’s sector framework, identify foreign assistance activities for non-aid agencies, scrub for double counting of foreign assistance funds transferred from one agency to another, and create automatic data feeds to facilitate quarterly reporting. While complete reporting from all relevant agencies will take additional time, reporting is underway and focuses on displaying data from the agencies with the largest portion of U.S. foreign assistance. This work by the Dashboard implementation team is fundamental to ensuring the sustainability of U.S. foreign assistance transparency efforts.

Further, the Administration has exceeded the letter of its Plan commitment by signing the United States onto the International Aid Transparency Initiative (IATI) in November 2011. In December 2012, the Administration published the schedule under which it will release data in IATI format. Already, the United States has posted initial foreign assistance data in IATI’s internationally-comparable data standard on the Dashboard in XML format. This effort is emblematic of the U.S. commitment to transparency. As additional agencies add new data to the Dashboard, IATI data files will be updated and activity-level reporting will become more robust. The Dashboard serves as the mechanism to deliver a unified U.S. report that meets the IATI standard.

4. Create a More Effective and Responsive Government – Performance.gov

NATIONAL ACTION PLAN

Responding to the President's challenge to cut waste, save money, and better serve the American people, Performance.gov provides a window on the Administration's approach to improving performance and accountability. The site gives the government and the public a view of the progress underway in cutting waste, streamlining government, and improving performance. Over the next year, the U.S. will:

Improve Government Performance and Accountability. We will continue to improve the website, including adding data on other government-wide management initiatives. In particular, the site will be updated to meet the requirements of the recently enacted Government Performance and Results Modernization Act, which requires regular progress updates on the top agency-specific performance goals.

Government Assessment of Progress

[Performance.gov](#) shows progress on the Administration's efforts to create a government that is more effective, efficient, innovative, and responsive. The Administration has made, and continues to make, strong progress improving Performance.gov.

First, the U.S. Government added detailed information for each of the fourteen Cross-Agency Priority Goals and 103 Agency Priority Goals. This information provides a comprehensive view of agency progress toward achievement of their top priorities. For each goal, the site includes the Strategies, Progress Updates, Next Steps, Future Actions, Indicators and Contributing Programs. The Cross-Agency Priority Goals and Agency Priority Goals information will be updated quarterly. The first update since the December 2012 release was published in early March 2013, and can be accessed through the Performance Improvement Area of Focus, under Clear Goals.

Second, the U.S. Government has provided updates to the Sustainability and Energy Scorecards, which help agencies identify, target and track the best opportunities to lead by example in clean energy, and hold them accountable for meeting annual energy, water, pollution, and waste reduction targets. Based on scorecard benchmarks, each agency has updated its annual Sustainability Plan to expand on successes and address areas needing improvement. These can be accessed under the Sustainability Area of Focus, a link to which is included in the quarterly progress report for the Sustainability Cross-Agency Priority Goal.

Third, the U.S. Government has updated the Federal hiring data under the Human Resources Area of Focus, showing recent progress being made on the Administration's commitment to reform the hiring process so

agencies can recruit the most talented applicants to serve the American people. Data through the end of Q4 FY 2012 are now available by agency for both manager and applicant satisfaction with the application process.

In addition, the Federal Government has continued to make progress to establish a more robust structure to manage development and operations of the site. The Performance Management Line of Business (PMLOB) was recently established at the GSA, and the PMLOB held its first Executive Steering Committee meeting in January. Once fully operational, the PMLOB will manage site operations and ensure the development priorities of key stakeholders and audiences are met. The Administration met with civil society organizations to talk about implementation of this initiative, and they provided helpful feedback. The Performance.gov team agrees that there is more that can be done, and will follow through on civil society suggestions to further develop Performance.gov, including by enhancing the site design to improve navigation and user experience, expand information available, and lower the burden placed on agencies for data submission.

Open Government to Improve Public Services

1. Expand Public Participation in the Development of Regulations

NATIONAL ACTION PLAN

For two and a half years, the Administration has promoted public participation in rulemaking, which covers such diverse subjects as energy, education, homeland security, agriculture, food safety, environmental protection, health care, and airline and automobile safety. In January 2010, the President issued Executive Order 13563, "Improving Regulation and Regulatory Review," which requires timely consultation with affected stakeholders and the use of Regulations.gov, an online portal to view and comment on pending regulations "in an open format that can be easily searched and downloaded." In the next year, the U.S. will:

Overhaul the Public Participation Interface on Regulations.gov. The U.S. will continue its vital efforts in this area by overhauling the public participation interface on Regulations.gov. We will revamp public commenting mechanisms, search functions, user interfaces, and other major features to help the public find, follow, and participate in Federal rulemakings. In this way, we will ensure what the President has called "an open exchange of information and perspectives."

Government Assessment of Progress

The eRulemaking Program, based within the EPA, operates the [Regulations.gov](http://www.regulations.gov) web site on behalf of thirty-nine partner Federal departments and agencies. In the past year, the Administration redesigned the homepage, search, docket, document, and information interfaces to make it easier for the public to pinpoint the agency proposed action and encourage further exploration of the development of a regulation.

The program has also released new read data APIs for Regulations.gov, which enable software programs and other websites to automatically get data from Regulations.gov. The data APIs are in use by more than fifty organizations, and expand the reach and utility of the data hosted by Regulations.gov by allowing organizations to use and repackage the site's data in various ways. Some notable users of the data APIs include the Sunlight Foundation's Docket Wrench, Bloomberg Government, and the [Federal Register's website](http://www.federalregister.gov). The eRulemaking program has also developed a Commenting API that allows third party organizations to feed comments into eRulemaking's systems through their own websites and applications. The new Commenting API has been made available to a limited group of Federal agencies, and additional implementations of the API are currently in development.

2. Use Data.gov as a Platform to Spur Innovation

NATIONAL ACTION PLAN

The U.S. champions the publication of machine-readable data and the use of challenges, prizes, and competitions to catalyze breakthroughs in national priorities. The Data.gov site supplies the public with large amounts of useful, machine-readable government data that can be used by innovators without intellectual property constraint. To accelerate this movement, the U.S. will:

Contribute Data.gov as a Platform. Through the U.S.-India Open Government Dialogue, the two countries have partnered to release “Data.gov-in-a-Box,” an open source version of the United States’ “Data.gov” data portal and India’s “India.gov.in” document portal. It will be available for implementation by countries globally, encouraging governments around the world to stand up open data sites that promote transparency, improve citizen engagement, and engage application developers in continuously improving these efforts.

Foster Communities on Data.gov. We will work toward expanding the number of Data.gov “communities” that connect data related to particular subject matters with users and producers of that data. With communities focused on health, energy, and law already launched, we will work to launch new communities in education, research and development, and public safety in the next year.

Government Assessment of Progress

In recent years, as part of the Administration’s Open Data Initiatives, thousands of government data resources across fields such as health and medicine, education, energy, public safety, global development, and finance have been posted in machine-readable form for free public use on Data.gov. Entrepreneurs and innovators are developing a vast range of new products and businesses using these public information resources—helping to improve the lives of Americans in many tangible ways, and creating good jobs in the process.

In the Plan, the U.S. Government committed to contribute Data.gov as an open-source platform available for use globally, and to expand the curation of content on Data.gov to more effectively connect users and producers interested in particular topic areas, such as health, energy, or law, with the most relevant datasets. The Administration has achieved both of these objectives. The U.S. Government met with civil society representatives on several occasions to discuss implementation of these initiatives, and they provided helpful feedback.

Contribute Data.gov as a Platform

The United States and the Government of India, through the U.S.-India Strategic Dialogue, announced in July 2011 that the two countries would launch an open source software platform, with the goal of combining elements of each country’s respective open government sites that housed government data. Less than a year

later, after the Administration made this a commitment in the Plan, the United States and India launched Open Government Platform (OGPL) in March 2012. The OGPL enhances data transparency and citizen engagement by making more government data, documents, tools, and processes publicly available through a freely available, open-source platform. Making these data available in useful machine-readable formats allows innovators, developers, media, and academia to develop new applications and insights that will give citizens more information to make better decisions, as well as spur innovation and create economic opportunity.

Countries around the world are taking notice of this successful inter-governmental collaboration. The United States and India have established pilots in Ghana and Rwanda, and more than thirty national and local governments around the world have expressed interest in the OGPL.

The Data.gov team will continue to contribute Data.gov as a platform going forward by contributing new open-source extensions to the platform, such as a harvesting tool that will make it easy for other platforms to include Data.gov datasets in their own search results.

Foster Communities on Data.gov

The Administration recognizes that one of the most effective ways to spur innovation is to open valuable government data and encourage innovators to use these data to build new applications and services to help improve lives. By creating curated sections of Data.gov centered on specific content, the Administration sought to make it easier for the public to find data of most interest to them. In the Plan, the Administration committed to expanding the number of curated topics and has met that commitment. Not only has the U.S. Government launched three subsections of Data.gov discussed in the Plan (education, research and development, and public safety), the Administration has gone further, and launched thirteen additional topic areas.

This initial thematic approach to government data helped to better connect private sector citizens, companies, and non-profits with relevant datasets, and served to increase communication between internal government groups working in complementary areas. Building on this success, the Federal Government is exploring ways to enable the automatic generation of additional resources around any topic to further engage the public. The Administration will continue to expand and rethink development in these areas. Data.gov contains updated information on the approach to further enhancing the Data.gov platform.

Making open government data machine-readable and available is a necessary step, but insufficient to realize outcomes for the public. That is why the Administration has worked hard to collaborate with civil society, non-profit organizations, entrepreneurs, and other innovators about ways they can use these data to materially benefit Americans, in part through workshops (“Data Jams”) and through larger celebration events (“Datapaloozas”). The Administration has also put out calls-to-action for entrepreneurs and citizen solvers to use open government data to create new solutions, products, and services that solve tough problems, create

jobs, and benefit Americans, through nearly the 250 incentive prizes and challenges offered to date by more than fifty Federal departments and agencies on Challenge.gov.

3. Encourage Communication between Government Officials and Citizen-Experts

NATIONAL ACTION PLAN

In many cases, those who work in government turn to those outside for advice and support. But too often, officials know only a subset of relevant experts or need to find experts in a new area. To overcome these hurdles, the U.S. will:

Launch ExpertNet. This platform will enable government officials to search for and communicate with citizens who have expertise on a pertinent topic. It will give members of the public an opportunity to participate in a public consultation relevant to their areas of interest and knowledge, and allow officials to pose questions to and interact with the public in order to receive useful information.

Government Assessment of Progress

In December 2010, the Administration sought feedback on a concept to solicit ideas on a “next generation” for citizen consultation – a government-wide software tool and process to elicit expert public participation. The platform would complement, and not replace, Federal advisory committees and other ways of soliciting public opinion and expertise, and harness technology to do so in a more efficient manner. It was imagined that the platform, with the working title “ExpertNet,” could: (1) enable government officials to circulate notice of opportunities to participate in public consultations to members of the public with expertise on a topic; and (2) provide those volunteer experts with a mechanism to provide useful, relevant, and manageable feedback back to government officials.

After further exploring the concept, the Administration recognized that a single government-wide software platform would face implementation challenges. Soliciting expert citizen opinions, outside the process of the Federal Advisory Committee Act, is as much a culture-change and business process challenge as it is a question of technology platform. Furthermore, a number of private-sector platforms have emerged, such as Quora or Stack Overflow, which are online communities that already have self-sustaining, vibrant ecosystems that enable users to ask citizen experts very specific questions. Finding ways to take government questions to these and other relevant communities, rather than attempting to create a network from scratch that requires the government to find and aggregate experts itself, will ultimately be more sustainable, dynamic, open, and beneficial to the American people.

While the ExpertNet commitment has not yet been met, the Administration is committed to continuing to explore the concept in specific agencies that have mission objectives and business processes that will substantially benefit from consulting citizen experts.

While working on this commitment, the Administration greatly benefitted from fruitful partnership with civil society organizations. The Administration learned that civil society truly seeks to be an equal partner in this work, and that its advice – if solicited – is warmly given. In fact, in civil society’s evaluation of this Plan commitment, it said, “The government was given high scores on this section as the team was very open to civil society input on this commitment and engaged in frank conversations and actively looked for ways to accomplish this difficult commitment.”

4. Reform Government Websites

NATIONAL ACTION PLAN

More citizens seek government information through the internet than any other source. In addition to continuing to be accessible, government websites should be easy to find, use, and navigate. On April 27, 2011, the President issued Executive Order 13571, “Streaming Service Delivery and Improving Customer Service,” to begin sweeping reform of government websites. As part of this ongoing initiative, the U.S. will:

Begin an Online National Dialogue With the American Public. We will solicit the American public’s input on how best to improve Federal agency use of the internet and online tools.

Update Government wide Policies for Websites. We will reform the seven-year-old policy that governs the management, look and feel, and structure of Federal Government websites to make them more useful and beneficial for the public.

Government Assessment of Progress

The public deserves competent, efficient, and responsive service from the Federal Government. With advances in technology, the public’s expectations of the Federal Government have continued to rise. In the spirit of openness and to better serve the public, the Administration pledged to reform Government websites in its Plan.

In the fall of 2011, the White House and GSA fulfilled the first prong of this commitment by sponsoring the online National Dialogue for Improving Federal Websites (“Dialogue”). Numerous ideas were received from the public on how to make Federal websites more user-friendly and better at achieving the needs of the public. The Administration has incorporated the results of this Dialogue into the larger effort of transforming digital services government-wide.

The second prong of this commitment – to revise Federal web policies – has been completed and expanded through the issuance of the [Digital Government Strategy](#). Launched on May 23, 2012, the U.S. Government’s Digital Government Strategy lays out a framework with milestones to deliver better digital services to the American public. This strategy works to:

- Enable the American people and an increasingly mobile workforce to access high-quality digital government information and services anywhere, and anytime, on any device.
- Ensure that as the government adjusts to this new digital world, we seize the opportunity to procure and manage devices, applications, and data in smart, secure and affordable ways.
- Unlock the power of government data to spur innovation across our Nation and improve the quality of services for the American people.

Taken together, these new policies will result in one of the most extensive revisions to Federal website policy in years.

5. Publish Data to Help Consumers and Scientists

NATIONAL ACTION PLAN

In many cases, the government has information that can be leveraged to help consumers make better decisions and to aid scientific research. To unlock the potential of this data, the U.S. will:

Promote Smart Disclosure. The government already discloses data to inform decision-making in many areas by, for example, providing access to comprehensive tools to facilitate the search for insurance options best suited to an individual’s specific needs. To build on this work, OMB recently issued guidance to Federal agencies on “smart disclosure.” We have also established a task force dedicated to promoting better disclosure policies. In response to this guidance, agencies and departments will work over the next year to ensure the timely release of complex information in standardized, machine-readable formats that enable consumers to make informed decisions in numerous domains.

Publish Guidelines on Scientific Data. We will develop Federal guidelines to promote the preservation, accessibility, and interoperability of scientific digital data produced through unclassified research supported wholly or in part by funding from the Federal science agencies.

Government Assessment of Progress

The Obama Administration has promoted the proactive release of information that will open government, and at the same time contribute to economic growth and job creation. The release of information makes it possible for innovators to create tools that help Americans every day – whether to find the right health care provider for them, identify the college that provides the best value for their money, save money on electricity

bills through smarter shopping for the right rate plan, or keep families safe by knowing which products have been recalled. The Administration therefore promoted the smart disclosure of information to inform decision-making, and also pledged to publish guidelines to promote the use of scientific digital data, in the Plan. Both of these commitments have been fulfilled, and the Administration looks forward to continuing to further the goals of these initiatives.

Promote Smart Disclosure

The term “smart disclosure” refers to releasing data that empowers consumers to make better informed decisions. The Administration has made great progress implementing this initiative. In March 2012, the Smart Disclosure Summit brought together innovators from inside and outside of government to share best practices and practical advice on how to enhance smart disclosure activities within government. And in February 2013, the Administration launched the Smart Disclosure Community at Consumer.Data.gov. The Community is a centralized platform containing more than 500 smart disclosure data sets and resources from departments and agencies across the U.S. Government. Entrepreneurs and innovators can access data collected by the Federal Government for free, which is helping to spur economic prosperity and create consumer applications, products, and other services that help consumers make informed decisions. One startup, for example, has utilized downloadable information from HHS about the location and characteristics of health care providers to fuel a mobile application that has helped eight million people find the best local doctors and hospitals that meet their needs. In addition to saving lives, the startup has become a job creator, hiring more than ninety people.

Smart disclosure’s potential for unlocking innovation and economic prosperity is still in its early stages. The Administration looks forward to its continuing work to expand the use of smart disclosure across the Federal Government.

Scientific Guidelines

President Obama has maintained that information is “a national asset.” It is from this proposition that the Administration has taken the view that citizens deserve access to the results of research that is paid for by their tax dollars. With wide public support, including more than 65,000 signatures on a [We the People petition](#), and as part of its commitment in the Plan, the Administration took one of the largest steps in history to increase access to the results of scientific research when, in February 2013, the Administration issued a [Public Access Memorandum](#) to Federal agencies with more than \$100 million in research and development expenditures, directing them to develop plans to make the results of federally-funded research publically available free of charge within twelve months after original publication.

In addition, the Memorandum requires that agencies address the need to improve the management and sharing of scientific data that are produced with Federal funding by requiring federally-funded scientists to produce data management plans that detail how they will treat and share their data, and requiring agencies

to take steps to increase access to data. While the work to implement these directives is just beginning, the Administration expects that wider availability to scientific publications and data will be a significant driver of scientific progress and economic growth in the future.

6. Promote Innovation Through International Collaboration

NATIONAL ACTION PLAN

The U.S has used prizes and competition to foster a culture of innovation in both the public and private sectors. In this spirit, the United States will:

Launch International Space Apps Competition. The National Aeronautics and Space Administration and key space agencies around the world will gather with scientists and concerned citizens to use publicly-released data (e.g., Earth science and planetary observations) so as to create solutions for global challenges such as weather impacts on the global economy and depletion of ocean resources. An international collaboration website will be created to facilitate citizen participation.

Government Assessment of Progress

The International Space Apps Challenge was an exciting technology development effort to connect space agencies, external organizations, and citizens in a two-day event to help solve space-related and global challenges, while promoting innovation through international collaboration. During the event, representatives of the National Aeronautics and Space Administration (NASA) and other international space agencies gathered with scientists and participants to use publicly released data to create solutions for mobile applications, software, hardware, data visualization, and platform solutions that could contribute to space exploration missions and help improve life on Earth and life in space.

In all, more than 2000 participants took part in twenty-five cities around the world, on all seven continents, in person and online. The event was no small feat – in addition to the global organizing team that included NASA, there were 100 organizations and eight other government agencies that made the event possible. Due to the success of the Apps Challenge, NASA will host a second International Space Apps Challenge on April 20-21, 2013, in seventy-five cities around the world.

For the past three years, the Obama Administration has taken important steps to make prizes and challenges, such as the International Space Apps Challenge, a standard tool in every agency's toolbox. The use of public-sector incentive prizes and challenges to solve tough problems has expanded under the America COMPETES Reauthorization Act of 2010, which granted all Federal agencies authority to conduct prize competitions to spur innovation, solve tough problems, and advance their core missions. Federal agencies are achieving their

mission more efficiently and effectively through the nearly 250 prize competitions implemented by more than fifty Federal departments and agencies since the launch of [Challenge.gov](#) in 2010.

In his [September 2009 Strategy for American Innovation](#), President Obama called on all agencies to increase their use of prizes to address some of our Nation's most pressing challenges. In March 2010, OMB issued a [policy framework](#) to guide agencies in using prizes to mobilize American ingenuity and advance their respective core missions. The White House Office of Science and Technology Policy (OSTP) released a [comprehensive report](#) in March 2012 detailing the use of prizes and competitions by U.S. Federal agencies to spur innovation and solve grand challenges.

To help agencies take full advantage of the new authority offered by America COMPETES, OSTP and OMB jointly issued a [Fact Sheet and Frequently Asked Questions](#) memorandum in August 2011. Agencies, including [HHS](#), are establishing strategies and policies to expand their use of the new prize authority. The GSA launched a new contract vehicle to dramatically decrease the amount of time required for agencies to tap the private-sector expertise that is so critical to early success. And a new government-wide [Center of Excellence for Collaborative Innovation](#), led by NASA, is providing guidance to agencies on the full lifecycle of prizes, from design through implementation to post-prize evaluation.

Conclusion

Through implementation of the National Action Plan, the Administration has worked to strengthen our democracy and promote a more efficient and effective government. The results thus far, outlined above, are measurable and substantial. The Federal Government has fully implemented many of its open government commitments, and made strong progress on others, working in close collaboration with civil society.

But opening government is a long-term task that requires both building the necessary tools and a transformation of agency culture. The Administration's broader goals cannot be completed in one year. Thus, while the Federal Government has taken yet another important step toward achieving lasting change, the Administration recognizes that there is more work that can be done. The Administration remains committed to a sustained and long-lasting effort to make government more open.

This assessment phase has offered the Administration an opportunity to reflect upon important lessons learned through the process of drafting and implementing the Plan.

First, open government efforts require high-level Administration leadership, but top-down directives are not sufficient. Real change depends on leadership and innovation at the agency level. And supporting and highlighting promising open government practices in the agencies is crucial to lasting success.

A second important lesson is the power of setting specific goals and timelines. While the government has broad open government objectives, committing to specific objectives makes it easier to measure progress. For example, the United States has made good progress implementing EITI partly because of the ambitious external and internal timelines that have been set. At the same time, flexibility remains important to achieve lasting change, especially when the ability to achieve a more ambitious open government goal means missing the original deadline. The U.S. Government observed this with the best practices for public participation initiative, which has been incorporated into a larger digital strategy effort. Meaningful change can best be achieved with a combination of concrete goals, iterative learning, and sustained long-term commitment and effort.

Finally, the experience of implementing the Plan illustrated the importance of government directly collaborating with civil society. Civil society provided valuable insight as the Administration was developing the Plan, and has been an integral partner to many of the implementation teams throughout the process.

With these lessons in mind, the Administration recognizes that there is still much to be done to make our government more transparent, participatory, and collaborative. The Administration shares the public's enthusiasm for and commitment to continuing this endeavor. The United States is determined to lead on these issues, and looks forward to continued participation in the Open Government Partnership and

continued collaboration with civil society and the public over the coming years, as we work to advance open government together.



Council Question and Answer

Related To

Item #19

Meeting Date

February 25, 2016

Additional Answer Information

QUESTION: 1) What have been the Base Rate, Annual Rent, Annual Parking fee, and Operating Expenses since May 2001? What other existing facilities that the City currently owns that could be used instead of leasing this space from the County? COUNCIL MEMBER ZIMMERMAN'S OFFICE

ANSWER:

2001 Original Lease Agreement, Effective 02/20/2001

- 1) Landlord: Travis Realty Corporation (c/o Sentinel Real Estate Corp)
- 2) Approximately 8,124 square feet (SF)
- 3) 5-year lease; commence May 1, 2001 – April 30, 2006
- 4) Additional Rent/Operating Expenses: Approximate \$8.50/SF - Pro rata share 2.60%
- 5) Parking: Paid directly to Garage Operator not Landlord – 2 Reserved @ \$140/month; 8 Unreserved @ \$100/month
- 6) Rental Rate:

Lease Term	Rate/SF	Annual Rent	Annual Operating Expenses	Total Annual Rent/ Operating Expenses	Annual Parking	TOTAL
05/01/01-04/30/02	\$17.50	\$142,170.00	\$69,054.00	\$211,224.00	\$12,960.00	\$224,184.00
05/01/02-04/30/03	\$18.20	\$147,856.80	\$69,054.00	\$216,910.80	\$12,960.00	\$229,870.00
05/01/03-04/30/04	\$18.93	\$153,787.32	\$69,054.00	\$222,841.32	\$12,960.00	\$235,801.32
05/01/04-04/30/05	\$19.69	\$159,961.56	\$69,054.00	\$229,015.56	\$12,960.00	\$241,975.56
05/01/05-04/30/06	\$20.48	\$166,379.52	\$69,054.00	\$235,433.52	\$12,960.00	\$248,393.52

2006 First Amendment to Lease, Effective 03/27/06

- 1) Term: 05/01/06 – 04/30/2011; 5-yr renewal
- 2) Additional Rent/Operating Expenses: Approximate \$8.50/SF
- 3) Rental Rate:

Lease Term	Rate/SF	Annual Rent	Annual Operating Expenses	Total Annual Rent/ Operating Expenses	Annual Parking	TOTAL
05/01/06-04/30/07	\$10.00	\$81,240.00	\$69,054.00	\$150,294.00	\$12,960.00	\$163,254.00
05/01/07-04/30/08	\$10.50	\$85,302.00	\$69,054.00	\$154,356.00	\$12,960.00	\$167,316.00

05/01/08-04/30/09	\$11.00	\$89,364.00	\$69,054.00	\$158,418.00	\$12,960.00	\$171,378.00
05/01/09-04/30/10	\$11.50	\$93,426.00	\$69,054.00	\$162,480.00	\$12,960.00	\$175,440.00
05/01/10-04/30/11	\$12.00	\$97,488.00	\$69,054.00	\$166,542.00	\$12,960.00	\$179,502.00

Note: Landlord provided a commission in the form of a cash rebate to Tenant as a principal, equal to 3% of the pro forma Minimum Rent and Additional Rent for the Lease term, which Landlord and Tenant agreed to \$23,762.70.

2008 Second Amendment to Lease: Not directly related to Treasury Lease, Effective 02/29/08

- 1) Expanded SF to include 5th floor, Suite 520 at 2,224 SF
- 2) Space for City's Web Design Group
- 3) Commenced 03/01/2008; expired 08/31/2010
- 4) Additional Rent/ Operating Expenses: Approximate \$9.55/SF
- 5) 5 unreserved parking; \$100/month/space
- 6) Rental Rate:

Lease Term	Rate/SF	Annual Rent	Annual Operating Expenses	Total Annual Rent/ Operating Expenses	Annual Parking	TOTAL
03/01/08-02/28/09	\$14.00	\$31,136.00	\$21,239.16	\$52,375.16	\$6,000.00	\$58,375.16
03/01/09-08/31/10	\$14.50	\$32,248.00	\$21,239.16	\$53,487.16	\$6,000.00	\$59,487.16

2010 Third Amendment to Lease

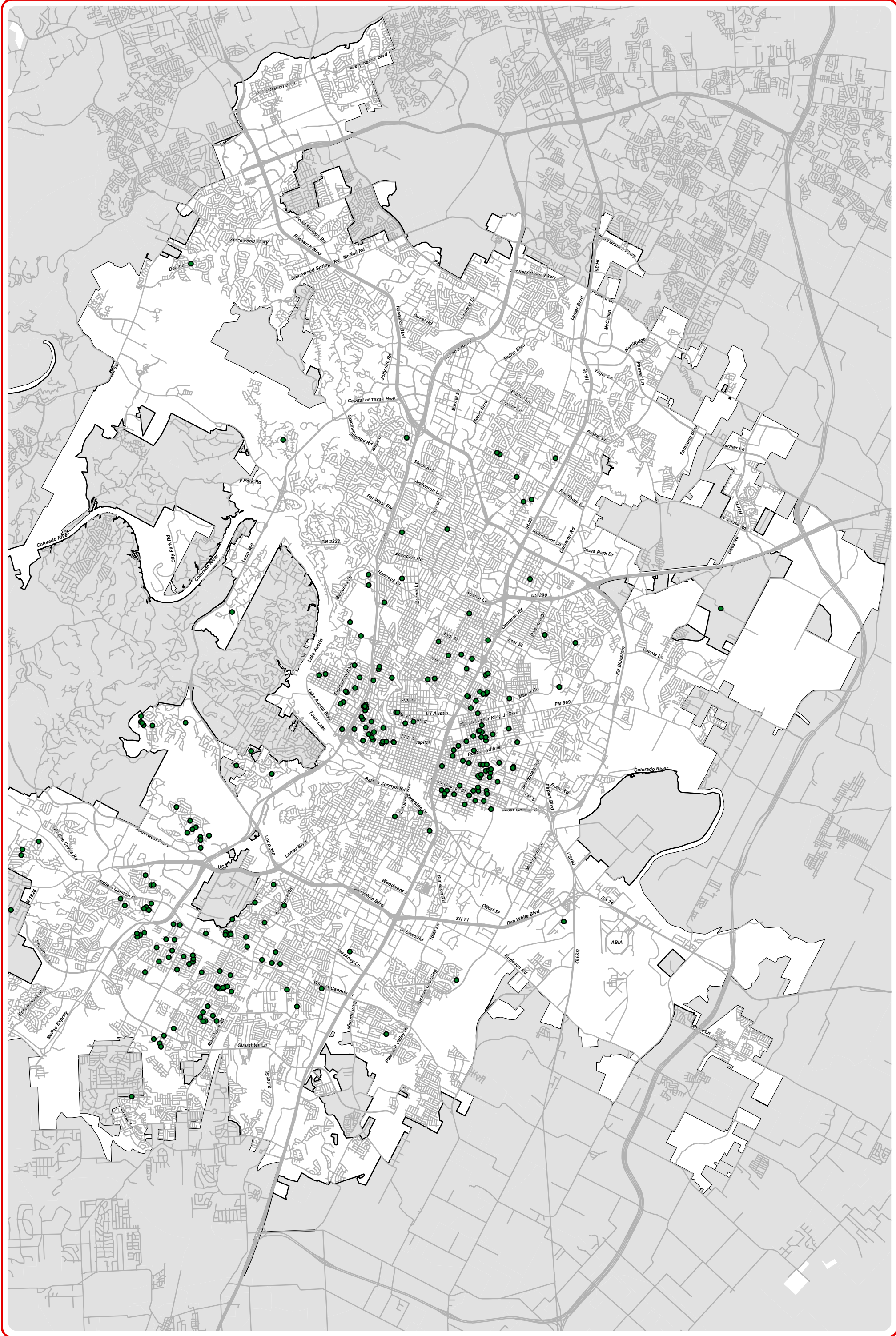
- 1) Relocated lease premises to Suite 940; 4934 SF ("New Premises")
- 2) Terminated First and Second Amendment as of February 2011.
- 3) New Premises term commenced 02/01/2011; expires 02/10/2016
- 4) Additional Rent: Operating Expenses – Approximate \$9.00/SF - pro rata share of 1.57%.
- 5) Parking: 3 reserved and 6 unreserved – 2 of the unreserved spaces are charged at \$150/month/space.
- 6) Rental Rate:

Lease Term	Rate/SF	Annual Rent	Annual Operating Expenses	Total Annual Rent/ Operating Expenses	Annual Parking	TOTAL
02/10/11-02/11/16	\$14.00	\$69,076.00	\$3,600.00	\$72,676.00	\$12,000.00	\$84,676.00

- 2) There are currently no other existing facilities that the City owns that could be used at this time.

Public Works Department

Proposed Utility Excavation Asphalt Repair Locations for FY 15 - 16 Budget Amendment



Item No.	Mfg. & Model No.	Original Qty.	Unit	Revised Qty.	Unit Price	Extended Price	Vendor
BK-01 Book Case	HM	1	Ea	2	\$ 280.40	\$ 560.80	Workplace Resource
BK-02 Book Case	HM	10	Ea	15	\$ 356.32	\$ 5,344.80	Workplace Resource
C-01A Task Chair	HM	27	Ea	27	\$ 284.91	\$ 7,692.57	Workplace Resource
C-01B Task Chair	HM	52	Ea	54	\$ 284.91	\$ 15,385.14	Workplace Resource
C-10A Task Chair	HM	134	Ea	139	\$ 700.31	\$ 97,343.09	Workplace Resource
C-10B Task Chair	HM	19	Ea	19	\$ 865.03	\$ 16,435.57	Workplace Resource
C-11F34 Task Chair	HM	8	Ea	8	\$ 535.45	\$ 4,283.60	Workplace Resource
C-11F35 Task Chair	HM	28	Ea	28	\$ 512.63	\$ 14,353.64	Workplace Resource
C-11F36 Task Chair	HM	60	Ea	60	\$ 507.40	\$ 30,444.00	Workplace Resource
C-11F38 Task Chair	HM	59	Ea	59	\$ 508.31	\$ 29,990.29	Workplace Resource
C-12 Task Chair	HM	44	Ea	44	\$ 284.91	\$ 12,536.04	Workplace Resource
C-13 Task Chair	HM	70	Ea	70	\$ 225.18	\$ 15,762.60	Workplace Resource
C-19F33 Stool	HM	6	Ea	6	\$ 570.97	\$ 3,425.82	Workplace Resource
C-24 Reader Chair	HM	40	Ea	40	\$ 1,000.34	\$ 40,013.60	Workplace Resource
L-19 Lounge	HM	16	Ea	16	\$ 1,034.64	\$ 16,554.24	Workplace Resource
L-31 Lounge	HM	3	Ea	3	\$ 440.47	\$ 1,321.41	Workplace Resource
WS-01A	HM	1	Ea	1	\$ 6,940.44	\$ 6,940.44	Workplace Resource
WS-01B	HM	2	Ea	2	\$ 4,491.66	\$ 8,983.32	Workplace Resource
WS-01C-1	HM	2	Ea	2	\$ 2,924.00	\$ 5,848.00	Workplace Resource
WS-01C-2	HM	1	Ea	3	\$ 2,901.59	\$ 8,704.77	Workplace Resource
WS-01C-3	HM	4	Ea	3	\$ 2,885.49	\$ 8,656.47	Workplace Resource
WS-01D-1	HM	2	Ea	2	\$ 3,335.26	\$ 6,670.52	Workplace Resource
WS-01D-2	HM	1	Ea	1	\$ 2,457.57	\$ 2,457.57	Workplace Resource
WS-01E-1	HM	3	Ea	3	\$ 2,951.70	\$ 8,855.10	Workplace Resource
WS-01E-2	HM	1	Ea	1	\$ 2,419.43	\$ 2,419.43	Workplace Resource
WS-02A-1	HM	3	Ea	3	\$ 4,861.12	\$ 14,583.36	Workplace Resource
WS-02A-2	HM	5	Ea	5	\$ 4,799.04	\$ 23,995.20	Workplace Resource
WS-02A-3	HM	6	Ea	6	\$ 4,360.59	\$ 26,163.54	Workplace Resource
WS-02B	HM	1	Ea	1	\$ 4,405.86	\$ 4,405.86	Workplace Resource
WS-03A-1	HM	4	Ea	5	\$ 3,423.83	\$ 17,119.15	Workplace Resource
WS-03A-2	HM	4	Ea	2	\$ 3,242.10	\$ 6,484.20	Workplace Resource
WS-03A-3	HM	2	Ea	1	\$ 3,315.70	\$ 3,315.70	Workplace Resource
WS-03A-4	HM	4	Ea	2	\$ 3,315.70	\$ 6,631.40	Workplace Resource
WS-03A-5	HM	1	Ea	1	\$ 3,423.83	\$ 3,423.83	Workplace Resource
WS-03B	HM	1	Ea	1	\$ 3,654.45	\$ 3,654.45	Workplace Resource
WS-04A-1	HM	13	Ea	13	\$ 3,078.46	\$ 40,019.98	Workplace Resource
WS-04A-2	HM	7	Ea	7	\$ 2,998.74	\$ 20,991.18	Workplace Resource
WS-04A-3	HM	2	Ea	2	\$ 2,815.77	\$ 5,631.54	Workplace Resource
WS-04A-4	HM	1	Ea	1	\$ 2,885.64	\$ 2,885.64	Workplace Resource
WS-04B-1	HM	2	Ea	2	\$ 1,938.45	\$ 3,876.90	Workplace Resource
WS-04B-2	HM	2	Ea	2	\$ 1,845.91	\$ 3,691.82	Workplace Resource
WS-05A-1	HM	16	Ea	15	\$ 3,289.05	\$ 49,335.75	Workplace Resource
WS-05A-2	HM	6	Ea	6	\$ 3,877.81	\$ 23,266.86	Workplace Resource
WS-05A-3	HM	4	Ea	4	\$ 4,081.77	\$ 16,327.08	Workplace Resource
WS-05A-4	HM	1	Ea	4	\$ 3,330.90	\$ 13,323.60	Workplace Resource

Item No.	Mfg. & Model No.	Original Qty.	Unit	Revised Qty.	Unit Price	Extended Price	Vendor
WS-06A-1	HM	4	Ea	7	\$ 3,926.92	\$ 27,488.44	Workplace Resource
WS-06A-2	HM	10	Ea	11	\$ 3,716.01	\$ 40,876.11	Workplace Resource
WS-06A-2.1	HM	4	Ea	1	\$ 3,716.01	\$ 3,716.01	Workplace Resource
WS-06A-3	HM	5	Ea	5	\$ 3,212.63	\$ 16,063.15	Workplace Resource
WS-06A-4	HM	3	Ea	3	\$ 3,355.39	\$ 10,066.17	Workplace Resource
WS-06A-5	HM	2	Ea	2	\$ 3,442.09	\$ 6,884.18	Workplace Resource
WS-06B	HM	1	Ea	1	\$ 2,943.86	\$ 2,943.86	Workplace Resource
WS-06C	HM	1	Ea	1	\$ 3,674.63	\$ 3,674.63	Workplace Resource
WS-06D	HM	1	Ea	1	\$ 3,083.67	\$ 3,083.67	Workplace Resource
WS-07A	HM	1	Ea	1	\$ 3,988.84	\$ 3,988.84	Workplace Resource
WS-08	HM	1	Ea	1	\$ 3,090.41	\$ 3,090.41	Workplace Resource
WS-08A-1	HM	3	Ea	3	\$ 2,237.37	\$ 6,712.11	Workplace Resource
WS-08A-2	HM	1	Ea	1	\$ 366.46	\$ 366.46	Workplace Resource
WS-08A-3	HM	2	Ea	2	\$ 256.73	\$ 513.46	Workplace Resource
ST-02	HM	8	Ea	8	\$ 827.69	\$ 6,621.52	Workplace Resource
ST-04	HM	6	Ea	7	\$ 629.90	\$ 4,409.30	Workplace Resource
ST-08	HM	2	Ea	2	\$ 702.93	\$ 1,405.86	Workplace Resource
ST-09	HM	2	Ea	2	\$ 608.93	\$ 1,217.86	Workplace Resource
Freight/Installation		1	Lot	1	\$ 52,362.48	\$ 52,362.48	Workplace Resource
C-16	ICF or Equal	350	Ea	350	\$374.69	\$ 131,141.50	Workplace Resource
GB-01	CLA or Equal	1	Ea	1	\$559.72	\$ 559.72	Workplace Resource
GB-02	CLA or Equal	1	Ea	1	\$658.23	\$ 658.23	Workplace Resource
GB-03	CLA or Equal	17	Ea	17	\$814.22	\$ 13,841.74	Workplace Resource
GB-04	CLA or Equal	1	Ea	1	\$1,120.50	\$ 1,120.50	Workplace Resource
T-07 Round Table	HM or Equal	5	Ea	5	\$458.24	\$ 2,291.20	Workplace Resource
T-08 Rect. Table	HM or Equal	15	Ea	15	\$355.35	\$ 5,330.25	Workplace Resource
T-08B Rect. Table	HM or Equal	2	Ea	2	\$350.03	\$ 700.06	Workplace Resource
T-09 Rect. Table	HM or Equal	17	Ea	17	\$565.05	\$ 9,605.85	Workplace Resource
T-10 Round Table	HM or Equal	7	Ea	7	\$423.53	\$ 2,964.71	Workplace Resource
T-11 Rect. Table	HM or Equal	6	Ea	6	\$541.48	\$ 3,248.88	Workplace Resource
T-12 Rect. Table	HM or Equal	18	Ea	18	\$540.74	\$ 9,733.32	Workplace Resource
T-13 Rect. Table	HM or Equal	15	Ea	15	\$488.28	\$ 7,324.20	Workplace Resource
T-22A Round Table	HM or Equal	2	Ea	2	\$379.71	\$ 759.42	Workplace Resource
T-22B Round Table	HM or Equal	1	Ea	1	\$345.29	\$ 345.29	Workplace Resource
T-23 Training Table	ICF or Equal	20	Ea	20	\$1,434.75	\$ 28,695.00	Workplace Resource
Co-Operative Contract Surcharge		1	Lot	1	\$1,616.95	\$ 1,616.95	Workplace Resource
Freight/Installation		1	Lot	1	\$7,903.75	\$ 7,903.75	Workplace Resource
C-06 Reader Chair	ICF	12	Ea	12	\$522.41	\$ 6,268.92	Shelton Keller
C-20 Task Chair	KN	34	Ea	34	\$340.00	\$ 11,560.00	Shelton Keller
C-23F39 Task Chair	KN	36	Ea	36	\$296.40	\$ 10,670.40	Shelton Keller
L-02AF5 Lounge	KN	14	Ea	14	\$1,775.68	\$ 24,859.52	Shelton Keller
L-02AF12 Lounge	KN	12	Ea	12	\$1,769.50	\$ 21,234.00	Shelton Keller
L-02BF15 Lounge	KN	9	Ea	9	\$1,758.80	\$ 15,829.20	Shelton Keller
L-06AF9 Lounge	KN	2	Ea	2	\$2,376.38	\$ 4,752.76	Shelton Keller
L-06BF9 Lounge	KN	16	Ea	16	\$2,718.64	\$ 43,498.24	Shelton Keller

Item No.	Mfg. & Model No.	Original Qty.	Unit	Revised Qty.	Unit Price	Extended Price	Vendor
L-06BF10 Lounge	KN	2	Ea	2	\$2,842.57	\$ 5,685.14	Shelton Keller
L-06BF14 Lounge	KN	4	Ea	4	\$2,557.00	\$ 10,228.00	Shelton Keller
L-12A Lounge	KN	7	Ea	7	\$461.60	\$ 3,231.20	Shelton Keller
L-12B Lounge	KN	8	Ea	8	\$411.60	\$ 3,292.80	Shelton Keller
OT-05A Occas. Table	KN	23	Ea	23	\$953.20	\$ 21,923.60	Shelton Keller
OT-05B Occas. Table	KN	34	Ea	34	\$413.20	\$ 14,048.80	Shelton Keller
OT-09 Occas. Table	KN	1	Ea	1	\$351.20	\$ 351.20	Shelton Keller
OT-11 Occas. Table	KN	4	Ea	4	\$1,171.60	\$ 4,686.40	Shelton Keller
T-01 Reader Table	NEI	45	Ea	45	\$3,333.12	\$ 149,990.40	Shelton Keller
T-18 Reader Table	ICF	3	Ea	3	\$2,405.17	\$ 7,215.51	Shelton Keller
Freight/Installation		1	Lot	1	\$31,826.00	\$ 31,826.00	Shelton Keller
AR-01 Area Rug	BM	2	Ea	2	\$ 1,624.03	\$ 3,248.06	McCoy Rockford
AR-02 Area Rug	BM	2	Ea	2	\$ 1,971.99	\$ 3,943.98	McCoy Rockford
AR-03 Area Rug	BM	1	Ea	1	\$ 1,751.34	\$ 1,751.34	McCoy Rockford
AR-04 Area Rug	BM	1	Ea	1	\$ 1,828.40	\$ 1,828.40	McCoy Rockford
C-22 Lounge	COA	22	Ea	22	\$ 194.28	\$ 4,274.16	McCoy Rockford
L-05F32 Lounge	COA	18	Ea	18	\$ 6,074.93	\$ 109,348.74	McCoy Rockford
L-13F24F25 Lounge	COA	8	Ea	8	\$ 2,043.45	\$ 16,347.60	McCoy Rockford
L-17AF2 Lounge	COA	4	Ea	4	\$ 1,506.00	\$ 6,024.00	McCoy Rockford
L-17BF2 Lounge	COA	1	Ea	1	\$ 1,272.23	\$ 1,272.23	McCoy Rockford
L-17CF1 Lounge	COA	1	Ea	1	\$ 913.85	\$ 913.85	McCoy Rockford
L-17D Connector Tabl	COA	1	Ea	1	\$ 1,330.12	\$ 1,330.12	McCoy Rockford
L-17E Connector Tabl	COA	1	Ea	1	\$ 930.64	\$ 930.64	McCoy Rockford
L-24 Lounge	COA	35	Ea	35	\$ 622.18	\$ 21,776.30	McCoy Rockford
T-05 Work Bench	COA	2	Ea	2	\$ 5,440.74	\$ 10,881.48	McCoy Rockford
T-15 Booth Table	COA	4	Ea	4	\$ 1,014.96	\$ 4,059.84	McCoy Rockford
Freight/Installation		1	Lot	1	\$ 16,798.73	\$ 16,798.73	McCoy Rockford
SH-M1 (Starters)	Biblo Model		Ea	57	\$692.01	\$ 39,444.57	Libra-Tech
SH-M1 (Adders)	Biblo Model		Ea	83	\$526.34	\$ 43,686.22	Libra-Tech
SH-M2 (Starters)	Biblo Model		Ea	5	\$1,075.66	\$ 5,378.30	Libra-Tech
SH-M2 (Adders)	Biblo Model		Ea	7	\$914.96	\$ 6,404.72	Libra-Tech
SH-M5 (Starters)	Biblo Model		Ea	26	\$637.59	\$ 16,577.34	Libra-Tech
SH-M5 (Adders)	Biblo Model		Ea	48	\$484.20	\$ 23,241.60	Libra-Tech
SH-M6 (Starters)	Biblo Model		Ea	2	\$1,323.09	\$ 2,646.18	Libra-Tech
SH-M6 (Adders)	Biblo Model		Ea	4	\$1,164.19	\$ 4,656.76	Libra-Tech
SH-M7 (Starters)	Biblo Model		Ea	5	\$729.42	\$ 3,647.10	Libra-Tech
SH-M7 (Adders)	Biblo Model		Ea	12	\$538.29	\$ 6,459.48	Libra-Tech
SH-M8 (Starters)	Biblo Model		Ea	29	\$1,466.29	\$ 42,522.41	Libra-Tech
SH-M8 (Adders)	Biblo Model		Ea	26	\$1,295.80	\$ 33,690.80	Libra-Tech
EP 60" x 10/10"	Biblo Model		Ea	56	\$128.87	\$ 7,216.72	Libra-Tech
EP 60" x 12/12"	Biblo Model		Ea	58	\$138.38	\$ 8,026.04	Libra-Tech
EP 48" x 10/10"	Biblo Model		Ea	124	\$114.85	\$ 14,241.40	Libra-Tech
EP 60" x 15 3/4" x 15 3/4"	Biblo Model		Ea	10	\$172.99	\$ 1,729.90	Libra-Tech
Canopy Tops	Biblo Model		Ea	130	\$481.22	\$ 62,558.60	Libra-Tech

Item No.	Mfg. & Model No.	Original Qty.	Unit	Revised Qty.	Unit Price	Extended Price	Vendor
Wood Flush Brackets	Biblo Model		Ea	262	4.25	\$ 1,113.50	Libra-Tech
Ganging Device	Biblo Model		Ea	200	12.81	\$ 2,562.00	Libra-Tech
Freight/Installation		1	Lot	1	33670.64	\$ 33,670.64	Libra-Tech
SH-1 - Faces-114	Borroughs-Wilks	114	Ea	57	491.58	\$ 28,020.06	Libra-Tech
EP-SH-1 - end panel	Borroughs-Wilsonstack		Ea	40	434.72	\$ 17,388.80	Libra-Tech
SH-2 - faces-2080	Borroughs-Wilks	2013	Ea	1040	438.72	\$ 456,268.80	Libra-Tech
EP-SH-2 end panel	Borroughs-Wilsonstack		Ea	452	434.72	\$ 196,493.44	Libra-Tech
SH-3	Borroughs-Wilks	13	Ea	13	217.46	\$ 2,826.98	Libra-Tech
SH-4	Borroughs-Wilks	15	Ea	17	338.29	\$ 5,750.93	Libra-Tech
EP-SH-4 - end panel	Borroughs-Wilsonstack			10	317.13	\$ 3,171.30	Libra-Tech
SH-AV1 - faces-182	Borroughs-Wilks	182	Ea	91	567.21	\$ 51,616.11	Libra-Tech
EP-AV1 - end panel	Borroughs-Wilsonstack		Ea	52	\$ 434.72	\$ 22,605.44	Libra-Tech
Freight		1	Lot	1	\$ 124,101.26	\$ 124,101.26	Libra-Tech
Installation		1	Lot	1	\$ 17,133.70	\$ 17,133.70	Libra-Tech
C-04A Reader Chair	LE	14	Ea	14	\$ 180.85	\$ 2,531.90	Facility Interiors
C-04B Reader Chair	LE	24	Ea	24	\$ 165.74	\$ 3,977.76	Facility Interiors
C-21AF23	KEI	6	Ea	6	\$ 1,181.52	\$ 7,089.12	Facility Interiors
C-21BF23	KEI	4	Ea	4	\$ 454.92	\$ 1,819.68	Facility Interiors
C-26 Reader Chair	FC	8	Ea	8	\$ 137.41	\$ 1,099.28	Facility Interiors
Cust-06A Kiosk	AG	2	Ea	2	\$ 8,675.53	\$ 17,351.06	Facility Interiors
Cust-06B Kiosk	AG	2	Ea	2	\$ 8,675.53	\$ 17,351.06	Facility Interiors
L-01F16	KEI	7	Ea	7	\$ 1,042.58	\$ 7,298.06	Facility Interiors
L-01F19	KEI	10	Ea	10	\$ 1,042.58	\$ 10,425.80	Facility Interiors
L-01F21	KEI	26	Ea	26	\$ 1,042.58	\$ 27,107.08	Facility Interiors
L-01F30	KEI	22	Ea	22	\$ 1,042.58	\$ 22,936.76	Facility Interiors
L-08AF22	KEI	12	Ea	12	\$ 1,321.38	\$ 15,856.56	Facility Interiors
L-08BF22	KEI	6	Ea	6	\$ 839.78	\$ 5,038.68	Facility Interiors
L-10F19	DE	45	Ea	45	\$ 1,322.14	\$ 59,496.30	Facility Interiors
L-10F27	DE	20	Ea	20	\$ 1,094.28	\$ 21,885.60	Facility Interiors
L-10F28	DE	36	Ea	36	\$ 1,296.64	\$ 46,679.04	Facility Interiors
L-15F16 Lounge	MB	4	Ea	4	\$ 902.54	\$ 3,610.16	Facility Interiors
L-20A Lounge	BER	1	Ea	1	\$ 2,762.47	\$ 2,762.47	Facility Interiors
L-20B Lounge	BER	1	Ea	1	\$ 3,360.99	\$ 3,360.99	Facility Interiors
L-21F31	KEI	4	Ea	4	\$ 1,185.50	\$ 4,742.00	Facility Interiors
L-25A-F11 Ottoman	BER	2	Ea	2	\$ 501.07	\$ 1,002.14	Facility Interiors
L-29F16 Ottoman	CAR	4	Ea	4	\$ 1,903.50	\$ 7,614.00	Facility Interiors
OT-12 Occassional Table	CAR	38	Ea	38	\$ 410.85	\$ 15,612.30	Facility Interiors
T-03A Reader Table	LE	3	Ea	3	\$ 652.11	\$ 1,956.33	Facility Interiors
T-03B Reader Table	LE	3	Ea	3	\$ 582.55	\$ 1,747.65	Facility Interiors
T-03C Reader Table	LE	5	Ea	5	\$ 643.61	\$ 3,218.05	Facility Interiors
T-03D Reader Table	LE	4	Ea	4	\$ 595.92	\$ 2,383.68	Facility Interiors
T-03E Reader Table	LE	2	Ea	2	\$ 528.86	\$ 1,057.72	Facility Interiors
T-04	HM	18	Ea	18	\$ 2,965.26	\$ 53,374.68	Facility Interiors
T-16	HAR	1	Ea	1	\$ 11,724.55	\$ 11,724.55	Facility Interiors

Item No.	Mfg. & Model No.	Original Qty.	Unit	Revised Qty.	Unit Price	Extended Price	Vendor
T-17PWR	DA-OPEN MA	6	Ea	6	\$ 5,805.37	\$ 34,832.22	Facility Interiors
T-17	DA TXMAS	6	Ea	6	\$ 1,109.92	\$ 6,659.52	Facility Interiors
T-26	DA	10	Ea	10	\$ 3,899.17	\$ 38,991.70	Facility Interiors
Bernhardt COM			Lot	1	\$ 2,909.20	\$ 2,909.20	Facility Interiors
Keilhauer			Lot	1	\$ 43,143.00	\$ 43,143.00	Facility Interiors
Co-op Surcharge		1	Lot	1	\$ 2,426.02	\$ 2,426.02	Facility Interiors
Freight/Installation		1	Lot	1	\$ 46,773.80	\$ 46,773.80	Facility Interiors



Council Question and Answer

Related To	Item #26	Meeting Date	February 25, 2016
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Additional Answer Information

QUESTION: 1) How many total employees does TIBH have? How many people with disabilities work on landscaping maintenance services on City facilities? 2) What % of the City's landscape maintenance services does this contract represent? COUNCIL MEMBER ZIMMERMAN'S OFFICE

ANSWER:

1) TIBH is a contract administrator working with non-profit agencies such as Goodwill and Easter Seals. These nonprofit agencies are the employers. TIBH is the Contract Administrator ensuring compliance with Texas law. TIBH itself has 50 full time employees across the State of Texas.

Below is a sample list of employment through various Non-Profit Agencies. The employment through TIBH across the State of Texas ranges around the 7,000 mark:

Intellectual Disability	1,486
Mental Illness	1,062
Learning Disability	958
Chemical Disability	924
Visual Impairment	588
Physical Impairment	582
Hearing Impairment	149
Brain Injury	38
Other	1,131
Total Employed in Texas	6,918

TIBH is not a direct employer but rather a State Agency that acts as Contract Administrator for Non-Profit Agencies (Goodwill, Easter Seals, etc.)

2) We anticipate that at least 12 people with disabilities will be working as landscape maintenance crewman at City facilities. The number of employee assigned to City facilities varies depending on the project. However, Title 8, Chapter 122 of the Texas Human Resources Code mandates that at minimum 75% of staff at any giving time must have some type of disability. TIBH and its non-profit partners must comply with this law in placing workers.

3) During 2014-2015, the average totaled to 68.4%.

QTY DEPT. NEW UNIT DESCRIPTION							Cost Saving to Purchase Unleaded		
COOPERATIVE							FUEL	Alternative	Fuel Option
PACKAGE									
RCA Item No. 33									
1	6200	TENNANT M-T20 MODEL T20 SCRUBBER DSL	NIPA	HV DUTY RCA 2-25	Bio-Diesel		(\$2,000.00)	yes there is a gas/lpg models available.	Cost would be \$44,793.
1	6200	TENNANT M-T20 MODEL T20 SCRUBBER DSL	NIPA	HV DUTY RCA 2-25	Bio-Diesel		(\$2,000.00)	yes there is a gas/lpg models available.	Cost would be \$44,793.
RCA Item No. 34									
1	1100	IHC 7600 6X4 FLAT BED/ SPEC X0087	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available for class 6 trucks
1	1100	SVCTRK 4WD 31000GVWR DSL	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available for class 6 trucks
1	6200	HAUL RIG	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available for class 6 truck
1	6200	TRUCK, DUMP10-12YD 50,000 GVWR D	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available for class 6 truck
1	6300	TRUCK, PLATFORM, CONST, 27,000 GVWR, DIE	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded unit is not available
1	8100	JOHN DEERE 6120E ENCLOSED CAB 9150GVW DS	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded unit is not available
1	8100	JOHN DEERE 6120E ENCLOSED CAB 9150GVW DS	HGAC	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded unit is not available
1	8200	SWEeper-SCRUBBER ELECTRIC	HGAC	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8200	SWEeper-SCRUBBER ELECTRIC	HGAC	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
RCA Item No. 35									
1	6300	DOOSAN MODEL G4S5 FORKLIFT, LPG POWER	TXMAS	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART/ W S	TXMAS	HV DUTY RCA 2-25	EL		\$0.00	No.	Unleaded unit is not available
1	9200	POLARIS RANGER DIESEL	TXMAS	HV DUTY RCA 2-25	Bio-Diesel			Yes	
1	2400	50' ALTEC BUCKET TRUCK	TXMAS	HV DUTY RCA 2-25	BDS		0	No.	Unleaded unit is not available
1	2400	50' ALTEC BUCKET TRUCK	TXMAS	HV DUTY RCA 2-25	BDS		0	No.	Unleaded unit is not available
RCA Item No. 36									
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0		\$0.00	Does not use fuel	
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0		\$0.00	Does not use fuel	
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0		\$0.00	Does not use fuel	
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available
1	8580	JOHN DEERE 2030A PROGATOR 2WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$468.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	Unleaded is not available	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel		\$0.00	No.	Unleaded units are not available

Cost Saving to Purchase Unleaded							Alternative Fuel Option
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	2200	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 W/WINCH ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	BOBCAT E50 TRACKED MINI EXCAVATOR	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6300	INDUSTRIAL DECKLOADER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	6200	ETNYRE CHIP SPREADER SELF PROPELLED	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	CARLSON PAYER/W EZIV SCREED DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	HUSQVARNA MODEL F55000 48 HP WALK BEHIND	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6300	SLUDGE PUMP 6" TRAILER MOUNTED DIESEL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded

Cost Saving to						
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00
1	6200	WIRTGEN W2101 MILLING MACHINE COLD PLANE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2200	DEERE 326E SKID STEER LOADER 8200 GVMR D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2200	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE 326D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE 35G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE 60G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE BACKHOE 310E OR L	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6200	JOHN DEERE 544K LOADER W/4YRD BUCKET	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE 605K TRACK LOADER	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE EXCAVATOR 85D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	8100	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	8100	JOHN DEERE 524K FRONT END LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	8100	GLYCOL RECOVERY VEHICLE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-26	Bio-Diesel	\$0.00
104						(\$14,736.16)

QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Cost Saving to Purchase Unleaded	Alternative Fuel Option
RCA Item No. 33							
1	6200	TENNANT M-T20 MODEL T20 SCRUBBER DSL	NIPA	HV DUTY RCA 2-25	Bio-Diesel	(\$2,000.00)	yes there is a gas/lpg models available. Cost would be \$44,793.
1	6200	TENNANT M-T20 MODEL T20 SCRUBBER DSL	NIPA	HV DUTY RCA 2-25	Bio-Diesel	(\$2,000.00)	yes there is a gas/lpg models available. Cost would be \$44,793.
RCA Item No. 34							
1	1100	IHC 7600 6X4 FLAT BED/ SPEC X0087	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 trucks
1	1100	SVCTRK 4WD 31000GVWR DSL	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 trucks
1	6200	HAUL RIG	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 truck
1	6200	TRUCK, DUMP10-12YD 50,000 GVWR D	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 truck
1	6300	TRUCK, PLATFORM, CONST, 27,000 GVWR, DIE	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8100	JOHN DEERE 6120E ENCLOSED CAB 9150GVW DS	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8100	JOHN DEERE 6120E ENCLOSED CAB 9150GVW DS	HGAC	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8200	SWEeper-SCRUBBER ELECTRIC	HGAC	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8200	SWEeper-SCRUBBER ELECTRIC	HGAC	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
RCA Item No. 35							
1	6300	DOOSAN MODEL G45S FORKLIFT, LPG POWER	TXMAS	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART/ W S	TXMAS	HV DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	9200	POLARIS RANGER DIESEL	TXMAS	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	Yes
1	2400	50' ALTEC BUCKET TRUCK	TXMAS	HV DUTY RCA 2-25	BDS	0	No. Unleaded unit is not available
1	2400	50' ALTEC BUCKET TRUCK	TXMAS	HV DUTY RCA 2-25	BDS	0	No. Unleaded unit is not available
RCA Item No. 36							
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2030A PROGATOR 2WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	(\$468.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	Unleaded is not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available

Cost Saving to Purchase Unleaded							Alternative Fuel Option
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	2200	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 W/WINCH ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	BOBCAT E50 TRACKED MINI EXCAVATOR	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6300	INDUSTRIAL DECKLOADER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	6200	ETNYRE CHIP SPREADER SELF PROPELLED	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	CARLSON PAVER/W EZIV SCREED DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	HUSQVARNA MODEL F55000 48 HP WALK BEHIND	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6300	SLUDGE PUMP 6" TRAILER MOUNTED DIESEL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded

Cost Saving to						
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded Alternative Fuel Option
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00 N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00 N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00 N/A - Already Unleaded
1	6200	WIRTGEN W2101 MILLING MACHINE COLD PLANE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	2200	DEERE 326E SKID STEER LOADER 8200 GYWR D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	2200	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	2300	JOHN DEERE 326D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	2300	JOHN DEERE 35G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	2300	JOHN DEERE 60G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	2300	JOHN DEERE BACKHOE 310E OR L	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	6200	JOHN DEERE 544K LOADER W/4YRD BUCKET	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	6300	JOHN DEERE 605K TRACK LOADER	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	6300	JOHN DEERE EXCAVATOR 85D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	8100	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	8100	JOHN DEERE 524K FRONT END LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	8100	GLYCOL RECOVERY VEHICLE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00 No. Unleaded unit is not available
1	6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-26	Bio-Diesel	\$0.00 No. Unleaded unit is not available
104						(\$14,736.16)

QTY		DEPT.	NEW UNIT DESCRIPTION		COOPERATIVE	PACKAGE	FUEL	Cost Saving to Purchase	
								Unleaded	Alternative Fuel Option
RCA Item No. 33									
1	6200	TENNANT M-T20 MODEL T20 SCRUBBER DSL	NIPA	HV DUTY RCA 2-25	Bio-Diesel			(\$2,000.00)	yes there is a gas/lpg models available. Cost would be \$44,793.
1	6200	TENNANT M-T20 MODEL T20 SCRUBBER DSL	NIPA	HV DUTY RCA 2-25	Bio-Diesel			(\$2,000.00)	yes there is a gas/lpg models available. Cost would be \$44,793.
RCA Item No. 34									
1	1100	IHC 7600 6X4 FLAT BED/ SPEC X0087	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available for class 6 trucks
1	1100	SVCTRK 4WD 31000GVWR DSL	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available for class 6 trucks
1	6200	HAUL RIG	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available for class 6 truck
1	6200	TRUCK, DUMP10-12YD 50,000 GVWR D	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available for class 6 truck
1	6300	TRUCK, PLATFORM, CONST, 27,000 GVWR, DIE	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded unit is not available
1	8100	JOHN DEERE 6120E ENCLOSED CAB 9150GVW DS	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded unit is not available
1	8100	JOHN DEERE 6120E ENCLOSED CAB 9150GVW DS	HGAC	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded unit is not available
1	8200	SWEeper-SCRUBBER ELECTRIC	HGAC	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8200	SWEeper-SCRUBBER ELECTRIC	HGAC	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
RCA Item No. 35									
1	6300	DOOSAN MODEL G4S5 FORKLIFT, LPG POWER	TXMAS	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD MY15 ELECTRIC CART/ W S	TXMAS	HV DUTY RCA 2-25	EL			\$0.00	No. Unleaded unit is not available
1	9200	POLARIS RANGER DIESEL	TXMAS	HV DUTY RCA 2-25	Bio-Diesel				Yes
1	2400	50' ALTEC BUCKET TRUCK	TXMAS	HV DUTY RCA 2-25	BDS			0	No. Unleaded unit is not available
1	2400	50' ALTEC BUCKET TRUCK	TXMAS	HV DUTY RCA 2-25	BDS			0	No. Unleaded unit is not available
RCA Item No. 36									
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0			\$0.00	Does not use fuel
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0			\$0.00	Does not use fuel
1	8580	JOHN DEERE 1200A BUNKER RAKE	Buyboard	HV DUTY RCA 2-25	0			\$0.00	Does not use fuel
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 1550 72" ROTARY DECK DSL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2030A PROGATOR 2WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			(\$468.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2030A PROGATOR 4WD UL	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	Unleaded is not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HV DUTY RCA 2-25	Bio-Diesel			\$0.00	No. Unleaded units are not available

Cost Saving to Purchase Unleaded							Alternative Fuel Option
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARAGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARAGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARAGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	2200	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 W/WINCH ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	BOBCAT E50 TRACKED MINI EXCAVATOR	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6300	INDUSTRIAL DECKLOADER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	6200	ETNYRE CHIP SPREADER SELF PROPELLED	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	CARLSON PAVER/W EZIV SCREED DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	HUSQVARNA MODEL F55000 48 HP WALK BEHIND	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6300	SLUDGE PUMP 6" TRAILER MOUNTED DIESEL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded

Cost Saving to						
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00
1	6200	WIRTGEN W2101 MILLING MACHINE COLD PLANE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2200	DEERE 326E SKID STEER LOADER 8200 GYWR D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2200	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE 326D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE 35G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE 60G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	2300	JOHN DEERE BACKHOE 310E OR L	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6200	JOHN DEERE 544K LOADER W/4YRD BUCKET	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE 605K TRACK LOADER	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE EXCAVATOR 85D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	8100	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	8100	JOHN DEERE 524K FRONT END LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	8100	GLYCOL RECOVERY VEHICLE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00
1	6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-26	Bio-Diesel	\$0.00
104						(\$14,736.16)

QTY		DEPT.	NEW UNIT DESCRIPTION		COOPERATIVE	PACKAGE	FUEL	Cost Saving to Purchase	
								Unleaded	Alternative Fuel Option
RCA Item No. 33									
1	6200	TENNANT M-T20	MODEL T20 SCRUBBER DSL		NIPA	HVY DUTY RCA 2-25	Bio-Diesel	(\$2,000.00)	yes there is a gas/lpg models available. Cost would be \$44,793.
1	6200	TENNANT M-T20	MODEL T20 SCRUBBER DSL		NIPA	HVY DUTY RCA 2-25	Bio-Diesel	(\$2,000.00)	yes there is a gas/lpg models available. Cost would be \$44,793.
RCA Item No. 34									
1	1100	IHC 7600 6X4	FLAT BED/ SPEC X0087		HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 trucks
1	1100	SVCTRK 4WD	31000GVWR DSL		HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 trucks
1	6200	HAUL RIG			HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 truck
1	6200	TRUCK, DUMP10-12YD	50,000 GVWR D		HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available for class 6 truck
1	6300	TRUCK, PLATFORM, CONST, 27,000	GVWR, DIE		HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8100	JOHN DEERE 6120E	ENCLOSED CAB 9150GVW DS		HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8100	JOHN DEERE 6120E	ENCLOSED CAB 9150GVW DS		HGAC	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8200	SWEeper-SCRUBBER	ELECTRIC		HGAC	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8200	SWEeper-SCRUBBER	ELECTRIC		HGAC	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
RCA Item No. 35									
1	6300	DOOSAN MODEL G45S	FORKLIFT, LPG POWER		TXMAS	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	8100	POLARIS GEM ELXD	MY15 ELECTRIC CART/ W S		TXMAS	HVY DUTY RCA 2-25	EL	\$0.00	No. Unleaded unit is not available
1	9200	POLARIS RANGER	DIESEL		TXMAS	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	Yes
1	2400	50' ALTEC	BUCKET TRUCK		TXMAS	HVY DUTY RCA 2-25	BDS	0	No. Unleaded unit is not available
1	2400	50' ALTEC	BUCKET TRUCK		TXMAS	HVY DUTY RCA 2-25	BDS	0	No. Unleaded unit is not available
RCA Item No. 36									
1	8580	JOHN DEERE 1200A	BUNKER RAKE		Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8580	JOHN DEERE 1200A	BUNKER RAKE		Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8580	JOHN DEERE 1200A	BUNKER RAKE		Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8580	JOHN DEERE 1550 72"	ROTARY DECK DSL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 1550 72"	ROTARY DECK DSL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 1550 72"	ROTARY DECK DSL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2030A	PROGATOR 2WD UL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$468.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A	PROGATOR 4WD UL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A	PROGATOR 4WD UL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	JOHN DEERE 2030A	PROGATOR 4WD UL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2030A	PROGATOR 4WD UL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2030A	PROGATOR 4WD UL		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$330.00)	Yes, but would obtain the purchase of a unit that does not have the horse power required to meet operational needs.
1	8580	JOHN DEERE 2500 E	CUT HYBRID 14 BLADE		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	Unleaded is not available
1	8580	JOHN DEERE 2500 E	CUT HYBRID 14 BLADE		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E	CUT HYBRID 14 BLADE		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E	CUT HYBRID 14 BLADE		Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available

Cost Saving to Purchase Unleaded							Alternative Fuel Option
QTY	DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Purchase Unleaded	
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500 E CUT HYBRID 14 BLADE	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2500B W/7 BLADE REELS DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 2653B SLOPE MOWER 84" DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 7700A GANG MOWER PARGOLF	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	8580	JOHN DEERE 9009A 4WD T4	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded units are not available
1	2200	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$3,361.08)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	BOBCAT 3400 4X4 W/WINCH ATV 2810GVWR DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	BOBCAT E50 TRACKED MINI EXCAVATOR	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6300	INDUSTRIAL DECKLOADER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	8600	IMPLEMENT HAULER 2 AXLE SINGLE WHEEL	Buyboard	HVY DUTY RCA 2-25	0	\$0.00	Does not use fuel
1	6200	ETNYRE CHIP SPREADER SELF PROPELLED	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	CARLSON PAYER/W EZIV SCREED DSL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	2300	WACKER RT56C	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	HUSQVARNA MODEL F55000 48 HP WALK BEHIND	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6200	MULTIQUIP V304EH VIBRATORY ROLLER WALK-B	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	6300	SLUDGE PUMP 6" TRAILER MOUNTED DIESEL	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	\$0.00	No. Unleaded unit is not available
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	CUSHMAN 1600 XD DIESEL RANGE PICKER	Buyboard	HVY DUTY RCA 2-25	Bio-Diesel	(\$948.00)	Yes, but would obtain the purchase of a unit that does not have the torque required to meet operational needs.
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded
1	8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HVY DUTY RCA 2-25	Unleaded	\$0.00	N/A - Already Unleaded

QTY		DEPT.	NEW UNIT DESCRIPTION	COOPERATIVE	PACKAGE	FUEL	Cost Saving to Purchase Unleaded		Alternative Fuel Option
1		8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00		N/A - Already Unleaded
1		8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00		N/A - Already Unleaded
1		8580	EZ-GO TERRAIN UTILITY CART E10	Buyboard	HWY DUTY RCA 2-25	Unleaded	\$0.00		N/A - Already Unleaded
1		6200	WIRTGEN W2101 MILLING MACHINE COLD PLANE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		2200	DEERE 326E SKID STEER LOADER 8200 GYWR D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		2200	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		2300	JOHN DEERE 326D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		2300	JOHN DEERE 35G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		2300	JOHN DEERE 60G EXCAVATOR	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		2300	JOHN DEERE BACKHOE 310E OR L	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		6200	JOHN DEERE 544K LOADER W/4YRD BUCKET	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		6300	JOHN DEERE 605K TRACK LOADER	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		6300	JOHN DEERE EXCAVATOR 85D	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		8100	JOHN DEER 310L BACKHOE LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		8100	JOHN DEERE 524K FRONT END LOADER DSL	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		8100	GLYCOL RECOVERY VEHICLE	Buyboard	HWY DUTY RCA 2-25	Bio-Diesel	\$0.00		No. Unleaded unit is not available
1		6300	JOHN DEERE 333E	Buyboard	HWY DUTY RCA 2-26	Bio-Diesel	\$0.00		No. Unleaded unit is not available
104		(\$14,736.16)							