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# Department of the Interior

## Open Government Plan

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**April 7, 2010**

**Version 1.0**

I am pleased to present the Department of the Interior's Open Government Plan. As keepers of our Nation's legacy, we manage the resources in our care to benefit Americans now and in the future. Our Department and employees are developing and implementing cutting-edge science and expert management techniques to make this possible. We seek to increase our ability to meet this mission more effectively and efficiently by transparently engaging the public in our decision making.

The Department has assembled a cross-functional team to develop our Open Government Plan. In addition to meeting all of the requirements of the Open Government Directive, our Plan seeks to:

- Create better relationships between the Department and the public;
- Enable better understanding of public need for services and more responsiveness to these needs; and
- Increase the rate of innovation by leveraging public knowledge and participation.

I recognize that this is just one step toward making the Federal Government and the Department more transparent, participatory, and collaborative. We look forward to implementing our Plan and working with our partners in other agencies to enhance delivery of service to the American people. We are committed to improving the exchange of information between the Federal Government and the public in order to better protect America's natural resources and heritage, honor our cultures and tribal communities, and supply the energy to power our future.

Sincerely,

A handwritten signature in blue ink that reads "Ken Salazar". The signature is written in a cursive, flowing style.

Ken Salazar

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## 1 INTRODUCTION

The U.S. Department of the Interior (DOI) protects America's natural resources and heritage, honors our cultures and tribal communities, and supplies the energy to power our future. With nine bureaus and five Offices, it has one of the most diverse stakeholder bases in the Federal Government. The variety of missions coupled with the vast geographic expanse combines to present unique challenges.

Citizen engagement has long been a hallmark of DOI and relationships between communities and our field offices are central to our success. DOI has a long history of collaboration with partner Agencies, state and local governments, not-for-profit organizations, and educational institutions. DOI cares about the interests and concerns of its stakeholders and tries to consider their interests and perspectives in carrying out the Department's varied – and at times conflicting – missions.

The President's Memorandum on Open Government is philosophically aligned with DOI's longstanding viewpoint of citizen engagement and participation. The Open Government Directive served as a catalyst for expansion in DOI's open government efforts. DOI is taking the requirement to develop our plan as an opportunity to develop a foundation for sustained growth of participation, collaboration, and transparency and to clearly demonstrate an open government vision, but is flexible enough to meet the individual needs of DOI's bureaus and the people closest to our stakeholders in the field.

Therefore, DOI's Open Government Plan is intended to serve as a framework and vision to apply open government efforts throughout the organization. This plan not only meets the requirements stated in the Open Government Directive, but also goes beyond this to include several leading practices (See Appendix C for mapping).

To ensure institutionalization and lasting sustainability of open government principles within DOI, this plan is purposely designed to be a living document – a frequently updated framework that provides direction throughout the Department. Some components of this plan are prescriptive and require immediate action. However, the majority of DOI's Open Government Plan is focused on providing guidance on various ways to incorporate open government principles into current and future priorities and initiatives. The agile nature of this plan requires constant incorporation of feedback and is intended to be **updated as frequently as each quarter**.

DOI intentionally involved each of the bureaus in the development of this plan, thus encouraging their use of this plan for their open government efforts. To initiate open government culture change, outreach to executives within the bureaus began upon inception of the DOI Open Government Core Team, with executive briefings already taken place at the Bureau of Land Management, U.S. Geological Survey, and the National Parks Service. In addition, prior to publication, this Open Government Plan has been briefed to executives on DOI's Management Initiatives Team and has undergone the official surname process.

DOI's approach to open government is incorporated throughout this plan, to ensure that each section reinforces the intention to use this plan as a foundation to grow open government principles throughout the U.S. Department of the Interior.



## 2 FORMULATING THE DOI OPEN GOVERNMENT PLAN

DOI’s Open Government Plan is the roadmap that describes how the Department may incorporate the principles of the President’s January 21, 2009, Memorandum on Transparency and Open Government into the core mission objectives of the Department. The plan reflects the input of DOI’s senior policy, legal, and technology leadership, the general public, and open government experts.

Consistent with the deadlines set forth in the Open Government Directive, this plan will be published online on DOI’s Open Government Webpage, [www.doi.gov/open](http://www.doi.gov/open), in an open format that enables the public to download, analyze, and visualize any information and data in the Plan. All requirements detailed in the Open Government Directive are contained within this plan, with a mapping of these requirements to plan sections provided in Appendix B.

The open government principles of transparency, participation, and collaboration are found throughout the Plan, including DOI’s strategy for development. Beginning with the inherent value of developing this plan, followed by the methodology behind the Plan, and finishing with culture change and risks associated with this plan, DOI’s Open Government Core Team took a methodical approach to developing the Department’s Open Government Plan.

### 2.1 OPEN GOVERNMENT VALUE PROPOSITION AND KEY PERFORMANCE INDICATORS

A primary goal in DOI’s Open Government Plan is to increase the Department’s ability to meet its mission more effectively and efficiently by transparently engaging stakeholders in decision making, as depicted in Figure 1.

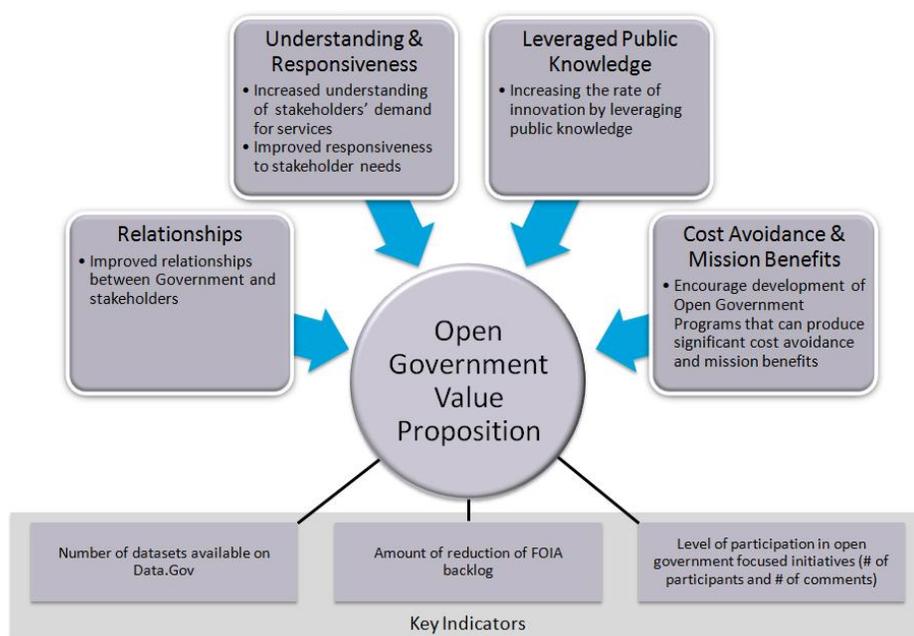


Figure 1: DOI's Open Government Value Proposition

This value proposition includes:

- Creating better relationships between Government and stakeholders;
- Enabling DOI to understand stakeholders’ demand for services more clearly and be more responsive to their needs;
- Increasing the rate of innovation by leveraging public knowledge; and
- encouraging the development of Open Government Programs that can produce significant cost avoidance and mission benefits.

Some key indicators or performance measures of open government progress include:

- Number of DOI datasets available on Data.Gov;
- Reduction of FOIA backlog; and
- Level of participation in open government focused initiatives (the number of participants and the number of comments).

An additional indicator of DOI’s progress is the White House’s Open Government Dashboard that was created to assess the state of open government across all Federal Agencies. The first version of the Dashboard tracks departmental progress on the deliverables set out in the Directive and is a key component of measuring the performance of DOI’s open government efforts. The Dashboard is accessible online at <http://www.whitehouse.gov/open/around>.

Figure 2 below is a snapshot of the Open Government Dashboard, as accessed on March 4, 2010.



**Figure 2: Open Government Dashboard Snapshot (March 4, 2010)**

DOI will continue to refine performance measures to align with the DOI Strategic Plan as open government and the DOI Strategic Plan mature.

## 2.2 METHODOLOGY

DOI's Open Government Plan development process follows a strategic methodology designed to incorporate and institutionalize the Administration's stated goals of increasing **transparency**, **participation**, and **collaboration** between the Federal Government and citizens. This plan is a framework to follow for future DOI open government efforts.

DOI's Open Government Methodology goes beyond simple compliance with the requirements issued in the OMB Open Government Directive from December 8, 2009. An iterative approach has been adopted that looks holistically at the current technology, policy, and cultural environments of the Department. DOI's plan may align open government initiatives with strategic objectives, mitigate the risks associated with transparency, and improve performance by embracing the use of emerging communications technologies to increase citizen involvement.

At the core of DOI's Open Government Methodology is the creation of a Department-wide cross functional core team comprised of subject matter experts. Participation from relevant Bureau and office employees ensures DOI's Open Government Plan is comprehensive and utilizes any applicable existing technology, processes, policies, and procedures. By actively seeking and encouraging participation from each Bureau, DOI is ensuring alignment between strategic objectives and open government initiatives, as well as furthering citizen participation in the Bureau/Department mission(s).

**Iterative nature of this plan:** DOI's Open Government Plan is not a static prescriptive document, but instead a living document to be regularly updated as elements of transparency, collaboration, and participation are expanded throughout the Department. This agile plan may constantly incorporate feedback and is intended to be updated as frequently as each quarter. As a permanent DOI open government leadership and governance structure is established this document may continue its evolution.

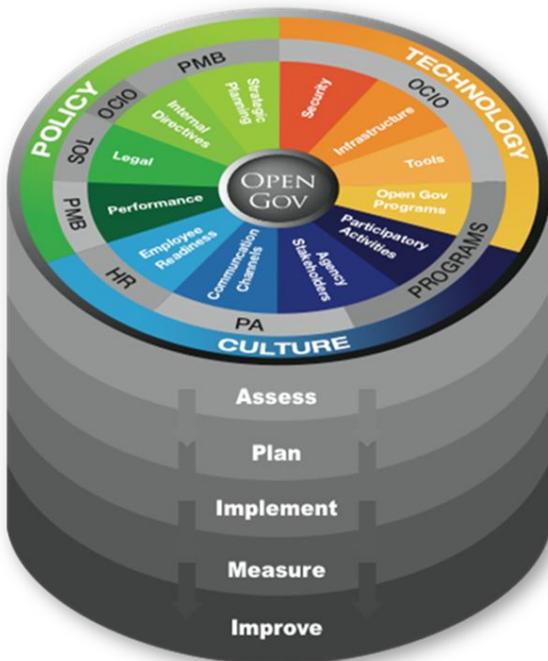
**Open Government alignment with strategic objectives:** DOI's Open Government Plan incorporates the Department's strategic objectives through the involvement of Department and Bureau leadership in the planning process. By having executive leadership on the core team, strategic goals and objectives can be communicated and incorporated throughout the lifecycle of open government initiatives.

**Transparency risk mitigation:** DOI's Open Government Plan seeks to prevent any unintended consequences of transparency in a variety of ways. Data Quality and Releasability standards represent one way the Department may seek to not only facilitate the release of data to the public, but to also mitigate any potential risks .

**Citizen involvement:** Contributions from the public are also represented throughout the planning process. The DOI Citizen Engagement Tool, the DOI Open Government email address, and social media capabilities serve as a means of expression for citizens.

### 2.2.1 DOI Open Government Framework

Open government represents a shift in the way Federal Agencies conduct business and engage with the public. DOI has adopted a comprehensive lifecycle management approach to help plan and implement the business process transformations required to achieve the open government initiatives. DOI’s Open Government Framework, shown below, includes the program lifecycle phases, crucial areas of assessment, and the key players involved in the planning and executing of DOI’s open government efforts.



**Assess:** Understand the current state.

**Plan:** Determine direction and tie strategies to outcomes.

**Implement:** Make change.

**Measure:** Monitor changes in performance metrics.

**Improve:** Iterate on the Plan and approaches to improve performance.

**LEGEND**

<b>OCIO:</b> Office of the Chief Information Officer	<b>HR:</b> Human Resources
<b>PMB:</b> Office of Policy Management and Budget	<b>SOL:</b> Office of the Solicitor
	<b>PA:</b> Public Affairs

**Figure 3: DOI's Open Government Framework**  
*Understanding and Addressing Critical Technology, Policy, and Cultural Issues*

DOI’s Open Government Framework includes a comprehensive management process spanning the entire programmatic lifecycle from the initial assessment and planning phases to performance measurement and processes improvement.

Additionally, the framework includes methods for identifying, understanding, and addressing DOI’s technology, policy, and cultural issues in relation to specific open government initiatives:

- **Key technology areas of focus:** security, infrastructure, tools, enterprise architecture, and current open government pilots and programs;
- **Key policy areas of focus:** strategic planning, performance, legal, internal directives, acquisition, and privacy; and
- **Key culture areas of focus:** employee readiness, communication channels, stakeholders, and existing and emerging public collaboration vehicles.



**Figure 4: DOI's Open Government Framework**  
*Breakdown of Key Technology, Policy and Cultural Areas of Focus & Key Players*

DOI recognizes that open government is about more than tools and technology. DOI's Open Government Plan is meant to be inclusive of the Open Government Directive's requirements, yet flexible enough to ensure success and mitigate risks throughout the program lifecycle by carefully considering factors within technology, policy, mission, and culture that relate to each open government initiative.

### 2.2.2 Key Players

DOI's Open Government Framework provides guidance on involving the appropriate people in developing open government initiatives. The grey ring in Figure 4 indicates key employee groups that have expertise in specific technology, policy, and cultural areas of focus.

In order to tap into knowledge within the Department and ensure mitigation of downstream challenges, DOI created an interdisciplinary, Department-wide leadership and planning team to help achieve its open government goals. DOI is utilizing the Office of the Chief Information Officer (OCIO), Chief Financial Officer (CFO), Office of the Solicitor (SOL), Office of Communications (OCO), bureau personnel, Project Managers for key mission areas, and other Department staff as subject matter experts. In addition to leveraging existing governance boards, DOI's long-range goal for open government is to institutionalize the fundamental philosophy of citizen engagement. Thus, communication and engagement may be sought throughout the DOI federal workforce as well as associated volunteers and partners.

### 2.2.3 Solicitation of Public Comment

As stated in the introduction, DOI provided opportunities for public comment on plan approach and suggested content via a citizen engagement tool and the DOI Open Government email address throughout the development of the DOI Open Government Plan to ensure maximum citizen collaboration in formation.

- **Citizen Engagement Tool:**
  - Allows public to submit ideas for inclusion in plan, vote and comment on ideas, flag ideas as off-topic, share ideas with friends via email or social media channels, and view ideas that have been incorporated;
  - Launch date early February; all comments submitted through early March were considered in development of the Plan; and
  - Many of the comments submitted via our citizen engagement tool discussed ideas for increasing the transparency of specific DOI programs, rather than DOI's Open Government Plan as a whole. These comments have been categorized and delivered to the appropriate program managers and bureau management.
  
- **DOI Open Government Email Address:**
  - Citizens were also provided with the opportunity to email feedback to DOI at [Open@ios.doi.gov](mailto:Open@ios.doi.gov). This inbox was monitored by the Office of Communications and routed to the appropriate Assistant Secretary and will continue to be available for public comment.

DOI's Open Government Methodology is focused, comprehensive, scalable, and flexible. Following this framework allows DOI to identify the key transformation planning steps, analyze and address relevant technology, policy, and cultural elements, incorporate public feedback, and get the appropriate people involved in open government efforts from the very beginning – helping to create a plan that enables a change to the way DOI interacts with citizens.

## 2.3 CULTURE CHANGE

While the concept of open government is not new to DOI, full adoption of the Open Government Plan requires a culture change within the Department. The organization may need to broaden its philosophy so that it incorporates additional transparency and openness with the public, solicits more of the public's feedback, and increases collaboration with relevant organizations. Information that has been fundamentally held tightly internal to DOI should be shared freely (except certain sensitive materials).

To facilitate this culture change, the DOI Open Government Plan incorporates two primary tools, a dedicated leadership and governance structure and a communications plan with actionable and measureable results. Each of these will contribute to moving the organization to a more open environment where transparency, participation, and collaboration are a part of everyday operations.

### 2.3.1 Leadership and Governance

Open government at DOI is currently guided by an interim governance structure, composed of a core team who is responsible for developing DOI's Open Government Plan. Permanent leadership and governance must be established to maintain leadership and support of open government.

The goal of the permanent leadership and governance structure is to institutionalize the principles of DOI's Open Government Plan. Empower employees to better communicate with the public and focus our efforts on what's important to the citizens, thus help enable mission performance. By making open government an integrated part of daily DOI activities, this initiative may become the regular way of doing business and may result in long-term benefits. The key players identified in the previous section will facilitate this change. The DOI has reached out to employees and the public in its effort to foster the principles of open government. Cross sections of employees from different bureaus and Offices within the department have formed a core working group have worked on this effort. As depicted in Figure 5, the Core Team was divided into several key areas. In addition to this, the internal SharePoint collaboration site utilized by the Core Team was made available to all DOI employees.

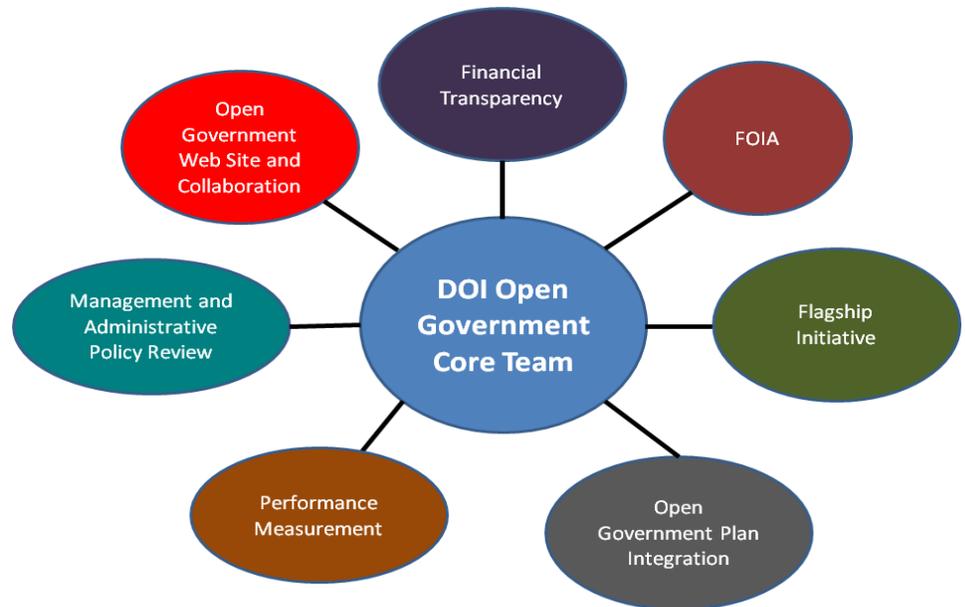


Figure 5: DOI Open Government Core Team Areas of Focus

The timeline shown in Figure 6 shows the weekly meeting schedule and deliverables for the Core Team. The Core Team, formed in early 2010 provides guidance and sustainability on open government to the Department. They have provided access and introduction to stakeholders and subject matter experts during the planning phase. Involvement from such working groups is one way the department hopes to cultivate change.



**Figure 6: Core Team Meeting Schedule and Deliverables**

The process initiated for the open government plan does not stop at the publishing of the Plan - DOI intends to treat its Open Government Plan as a living document and review it on a quarterly basis for currency, update, and incorporation of leading practices. Such a quarterly review will encourage the working group and the department to continue the process initiated by the Plan. As part of the institutionalization of transparency, collaboration, and participation throughout DOI, the working group may be responsible for maintaining and updating DOI’s Open Government Plan. The goal is to ensure the Plan is an up-to-date living document that contains all new and revised initiatives that promote open government principles throughout the Department.

Additional steps for institutionalizing open government are elaborated later in the document plan, and are highlighted here as follows:

1. Strengthening existing communication channels, especially the ones connected to social media.
2. Leverage public feedback through citizen engagement tools.
3. Promoting external and internal collaboration in the department using citizen engagement tools such as the DOI public website, and the DOI intranet.
4. Identifying pockets of brilliance and the vast array of expertise within the Department by providing incentives such as prizes and awards.

5. Raising the awareness of Data.gov as a tool for transparency, and releasing datasets of value to the public.
6. Encouraging proactive release of information anticipated by the public, thereby reducing future FOIA workload.

### 2.3.2 Communications Plan

As a part of the open government planning process, DOI developed a comprehensive communications plan (See Appendix A). The purpose of DOI's Open Government Communications Plan is to provide an overall framework for managing and coordinating communications that take place as part of the Open Government Plan and facilitate the necessary culture change.

The Open Government Communications Plan helps achieve proactive and targeted delivery of messages, and engagement of key stakeholders at the right time, in the right manner, with the right message. It also provides the Core Team with key messages, strategies, and tactics to communicate consistent messages about open government at DOI, to target audiences to keep them informed of open government activities throughout the fiscal year. The plan is a roadmap for enhancing Department-wide awareness, education, understanding, and buy-in of open government while facilitating adherence to requirements, policy and regulations, law, or treaty.

The Open Government Communications Plan:

- Serves as a framework for all open government communication activities across DOI;
- Assists with the carefully planned implementation of the open government communications strategy;
- Educates stakeholders about their roles in implementing the Plan and open government at large;
- Stimulates engagement and planning to ensure the optimal use of limited resources; and
- Provides performance measures for gauging success of internal education and outreach efforts.

The Open Government Communications Plan is intended to be a living document that guides the Department in developing and implementing communications initiatives and products to provide stakeholders with accurate and timely information about DOI's open government efforts. The tactical implementation plan includes a suite of options and opportunities that can be further refined and modified based on strategic, staffing and resource considerations. In addition, the Plan contains a section on goals, objectives and metrics for measuring success. As a result, the Open Government Communications Plan is a significant catalyst for facilitating culture change at DOI.

## 2.4 RISKS

DOI may utilize a Risk Assessment Framework outlined and further described in the Data Quality Plan for Federal Spending. DOI's Integrated Risk Management Framework, an existing integrated risk management framework, assesses risk throughout all programs and can be used for Open Government.

The framework integrates the Department’s mission areas and outcome goals, Strategic Plan, and Business Model.

The integrated risk management framework is designed to improve consistency and comparability of each bureau’s/office’s activities. The framework is intended to be flexible and scalable. Some of the anticipated benefits include:

- Leveraging existing reviews, inspections, evaluations, and investigations to receive formal acknowledgement of strong data spending internal control practices;
- Conveying knowledge and sharing best practices;
- Following a structured, disciplined approach and detailed guidance for conducting risk assessments;
- Gaining a comprehensive understanding of inherent risks in spending activities in place to address/mitigate these risks; and
- Leveraging existing capabilities, processes, and proven technology solution to meet needed risk assessment roles.

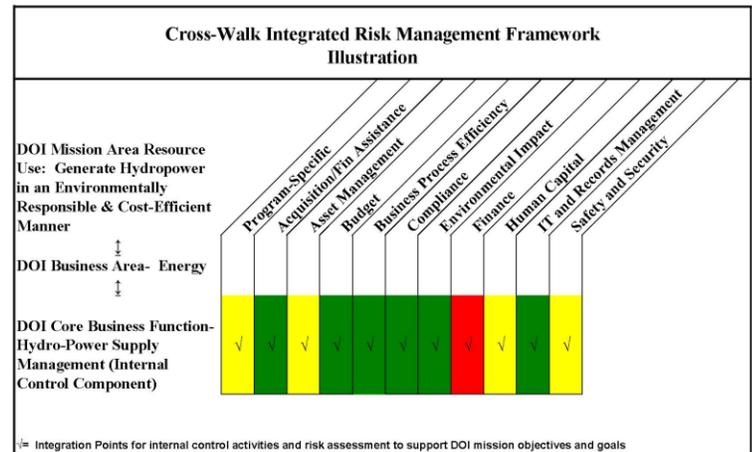


Figure 7: Sample Integrated Risk Management Framework

## 3 ALIGNMENT WITH THE DOI STRATEGIC PLAN AND CORE MISSION AREAS

DOI is committed to achieving President Obama's vision for a more open and transparent government and is engaging a broad spectrum of the public and employees to develop its Open Government Plan. As the steward of America's natural resources, DOI assumes the responsibility to carry out its mission with openness and accountability to the American people, and bases its decisions on the best science available and with public input.

### 3.1 OVERVIEW OF DOI STRATEGIC GOALS AND OUTCOMES

DOI protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated Island Communities. The DOI Strategic Plan is currently under review and revision in consultations with the bureaus, pursuant to provisions for the *Government Performance and Results Act of 1993*. The Department will continue to operate under its current Strategic Plan for FY 2007-2012 (available at: [http://www.doi.gov/ppp/Strategic%20Plan%20FY07-12/strat\\_plan\\_fy2007\\_2012.pdf](http://www.doi.gov/ppp/Strategic%20Plan%20FY07-12/strat_plan_fy2007_2012.pdf)) until a revised plan is released.

### 3.2 SECRETARY'S PRIORITIES

DOI intends to achieve the vision of open government while pursuing its priorities. Opening government through new media tools, Secretary Salazar has launched an overhaul of DOI's Web presence (<http://www.doi.gov>) and a new media strategy. He has appointed the first-ever New Media Director for DOI, directed a redesign and restructuring of DOI's website to improve the online visitor experience, as well as the creation of new tools for DOI employees and the public to communicate directly with him.

The following are the priorities and commitments of the Secretary, which will be supported by DOI's open government vision:

1. Achieving greater energy independence and promoting the development of clean alternative energy sources.
2. Protecting America's great outdoors.
3. Addressing the issue of global climate change.
4. Meeting DOI's commitments to American Indians and Alaska Natives.
5. Addressing critical water issues.
6. Creating opportunities for youth in the outdoors.
7. Insuring the integrity of science in support of Interior's decision making.

In pursuit of the Secretary’s priorities, a collection of five specialized high priority performance goals have been established to track elements of progress through a database to be available by OMB referred to as the Federal Performance Portal. These goals include:

**Table 1: DOI High Priority Performance Goals**

DOI High Priority Performance Goal
<ul style="list-style-type: none"> <li>• <b>Renewable Energy Development:</b> Increase approved capacity for production of renewable (solar, wind, and geothermal) energy resources on Department of the Interior managed lands, while ensuring full environmental review, by at least 9,000 megawatts through 2011.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Water Conservation:</b> Enable capability to increase available water supply for agricultural, municipal, industrial, and environmental uses in the western United States by 350,000 acre-feet (estimated amount) by 2012 through the bureau’s conservation-related programs, such as water reuse and recycling (Title XVI) and WaterSmart Grants.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Safe Indian Communities:</b> Achieve significant reduction in criminal offenses of at least five percent within 24 months on targeted tribal reservations by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Climate Change:</b> By 2012, the Department will identify the areas and species’ ranges in the U.S. that are most vulnerable to climate change, and begin implementing comprehensive climate change adaptation strategies in these areas.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Youth Stewardship:</b> By 2012, increase by 50 percent (from 2009 levels) the employment of youth between the ages of 15-25 in the conservation mission of the Department.</li> </ul>

## 4 ELEMENTS OF OPEN GOVERNMENT AT DOI

The principles of open government are not new to DOI. DOI and its bureaus have a long tradition of public engagement and interaction – both virtually through online tools and also face to face. DOI currently supports the key principles of the Open Government Directive through multiple efforts within the bureaus and its offices. This plan serves as a framework for strengthening an already robust capability for transparency, participation, and collaboration through a renewed focus on openness and exploration of new tools. As DOI's open government initiatives mature and elements of transparency, collaboration, and participation are institutionalized, further expansion of our open government culture will adopt even more advancements.

### 4.1 EXISTING DOI OPEN GOVERNMENT EFFORTS

DOI has many existing initiatives that can be classified as efforts to increase the openness of the Department. These efforts demonstrate DOI's foundation for increasing transparency, collaboration, and participation within the Department. Current participation efforts at DOI are intermingled with existing transparency and collaboration initiatives. In addition to the efforts outlined below, DOI's contributions to Data.Gov are being produced concurrently with the development of this plan.

#### 4.1.1 Compliance with Transparency Initiatives

DOI is proud of the work and leadership we have provided to all of President Obama's transparency initiatives, including: Data.Gov, Recovery.Gov, USASpending.gov, and OMB's IT Dashboard.

DOI has demonstrated strong leadership across governmental open government activities. Members of DOI's Office of the Chief Information Officer (OCIO) have played leading roles in support of the Recovery Act and Recovery.Gov. DOI's Chief Information Officer (CIO) serves as an executive co-lead for the Government-wide Data.gov initiative and has received many accolades and awards for his leadership in this area. The DOI Chief Enterprise Architect serves as the Program Director for Data.Gov, providing leadership and coordinating the 10 modules within the program. Data.gov was developed by the Federal CIO Council as an interagency Federal initiative. The cross-government team moved with unprecedented speed to launch a fully functional implementation of Data.gov in two months. As an important priority of the open government initiative for President Obama's administration, Data.gov increases the ability of the public to find, understand, and use datasets that are owned by the Federal Government. DOI has provided a large number of datasets to Data.Gov covering a wide range of topics. The DOI datasets are located at: <http://www.data.gov/list/agency/7/0/catalog/raw/page/1/count/50>. All major bureaus have contributed datasets and are committed to the principles of information sharing. DOI continues to encourage Bureau participation and looks forward to making more data available for public use.

**Table 2 – DOI’s Data.Gov Published Datasets as of March 25, 2009**

Count	Raw	Toolset	Geodata
1,135	186	6	943

### Records Management Program

DOI’s Records Management Program follows the requirements of the Federal Records Act (44 U.S.C. 31) and other statutes requiring all Federal agencies to create records that document their activities, to file records for safe storage and efficient retrieval, and to dispose of records according to agency schedules which have been approved by the National Archives and Records Administration (NARA). The DOI Records Management Program focuses primarily on records created, received, and used by DOI while conducting official business. The secondary focus is the media in which the record exists (paper, audiovisual, cartographic, and electronic media). It is the Department's policy to properly identify recordkeeping requirements and to effectively and efficiently manage needed records throughout their life cycle (creation, use and maintenance, and disposition).

Through better identification and scheduling of systems that contain electronic records, DOI can provide more information to the public through data sets. This availability of information provides transparency to Government processes. DOI submitted 509 records schedules to NARA at the end of FY2009. This achievement exceeded DOI’s goal of scheduling 467 systems.

Through better management of electronic records, the associated costs of labor and resource support are reduced. For example, new Minerals Management Service (MMS) records schedules reduce the number of records schedules from the hundreds to eight. This consolidated approach is referred to as a “Big Bucket” records schedule. A reduction of schedules provides better management of records and information. The records retention savings, results in a yearly savings of \$71K.

In approximately the last two years, the U.S. Geological Survey (USGS) has moved 2,000 records boxes from employee office space to Federal Records Centers, saving over \$73K in yearly office space costs in two years through improved records schedules and records operations.

DOI’s Records Program responsibilities include:

- Developing an overall records management strategy producing the policy, procedures, and guidance necessary to implement that program;
- Cooperating with NARA and other authoritative bodies; and
- Developing policies and guidance on the application of technology to records management in compliance with the National Science Foundations’ Office of Information and Resource Management (OIRM);

- Coordinating the program within the Department's bureaus and offices and with interested outside parties such as NARA;
- Developing records scheduling strategies that support the efficient storage, retention and retrieval of records;
- Representing the Department in interagency records management groups; and
- Assisting records programs across the Department with advice and technical expertise.

DOI's Records Management Program is described on the DOI website <http://www.doi.gov/ocio/records/> – which has information related to the following:

- Listing of all DOI bureau and office Records Officers, including their name, phone number, and Internet address;
- Listing of DOI records management Departmental Manual, records management Bulletins, and records management pamphlets;
- Federal records management authorities;
- References and guidance for performing records management tasks;
- Web resources from DOI, other Federal agencies, and records organizations;
- Basic information that every employee should know about records management policy and guidance to OS management employees about their responsibilities for managing electronic mail records.



Figure 8: DOI's Records Management Website Screenshot

## FOIA Program

The DOI Freedom of Information Act (FOIA) website (<http://www.doi.gov/foia>) contains a wealth of information about the Department's FOIA Program for both the public and DOI employees. Highlights include:

- *Guide for Obtaining Information* that explains where and how the public can make FOIA requests for DOI records;
- DOI's Electronic Reading Room that includes frequently requested FOIA documents;
- Electronic request form that allows the public to make FOIA requests online;
- FOIA Contacts and DOI FOIA Service Centers/Liaisons from whom the public can



Figure 9: DOI's FOIA Website Screenshot

obtain guidance on refining requests to facilitate prompt and complete replies and information of interest to the public that can be obtained without making a FOIA request;

- DOI FOIA regulations; and
- DOI’s FOIA Handbook (standard operating procedures) and other written policies and procedures for responding to requests.

The website will contain all of the FOIA elements of the Department’s Open Government Plan on the ‘About Us’ page at <http://www.doi.gov/foia/aboutus.html> including:

1. A description of DOI’s staffing, organizational structure and process for analyzing and responding to FOIA requests.
2. An assessment of DOI’s capacity to analyze, coordinate, and respond to FOIA requests in a timely manner and proposed improvements that are needed to strengthen DOI’s response processes.
3. Milestones that detail how DOI may reduce its FOIA backlog by at least ten percent each year
4. Copies of FOIA Annual Reports.

DOI’s FOIA process generally follows the high level FOIA process of other Agencies, as depicted in Figure 10.

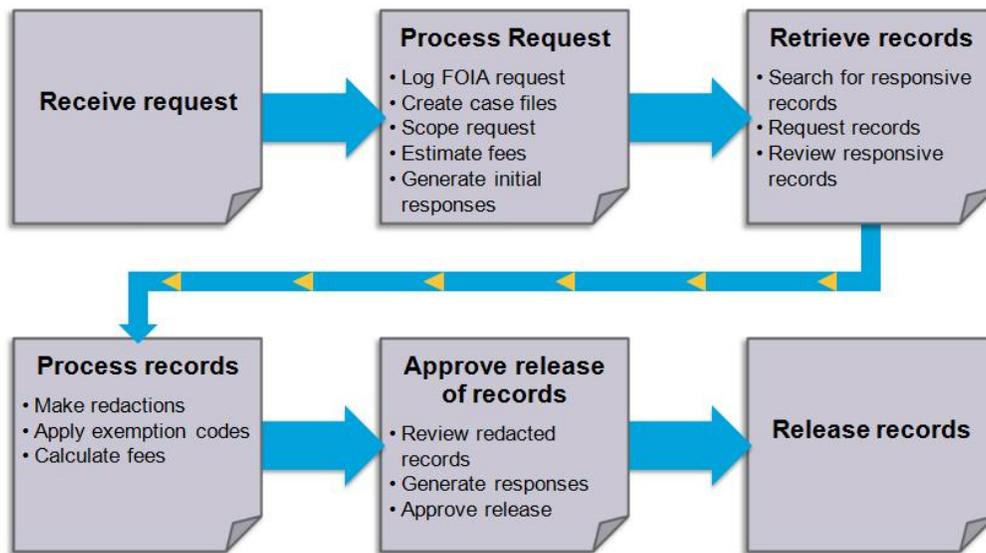


Figure 10: High level FOIA Process from GAO

**Backlog Totals:** DOI’s decentralization and the many sensitive, high profile issues it deals with contribute to large numbers of requests that have impacted its FOIA backlog. The reasons for DOI’s current backlog, as well as efforts underway to reduce the backlog, are discussed further on the Department’s FOIA website (see <http://www.doi.gov/foia/aboutus.html>). Figure 9 provides DOI FOIA backlog statistics as reflected in the Department’s FOIA annual reports for FY 2008 and FY 2009. More information regarding DOI’s plan to reduce FOIA backlogs can be found in Section 5.2.

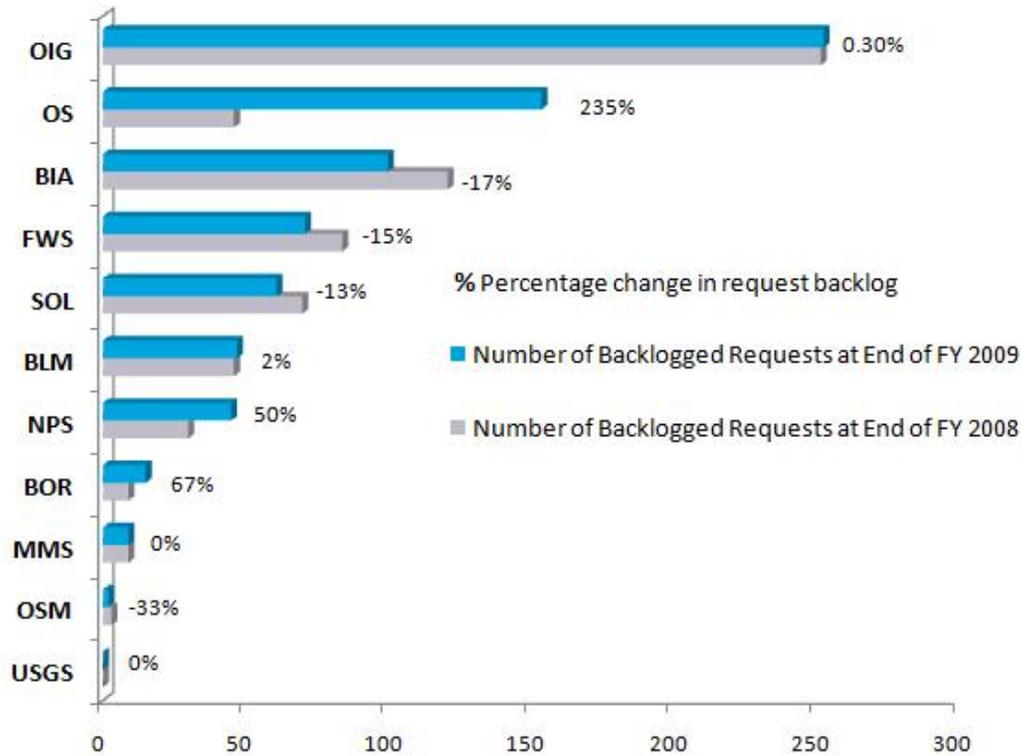


Figure 9: DOI FOIA Backlog Statistics

### Privacy Program

The DOI Privacy program is administered by a Departmental level Privacy Officer and supported by three Privacy Act Specialists. This Office issues policy and guidance on Privacy for the bureaus, works to ensure compliance with privacy laws, promotes training and awareness, and fulfills privacy reporting requirements. Additionally, each Bureau has a Privacy Officer with subject matter expertise that carries out privacy-related functions within the respective Bureau.

Departmental Privacy Act regulations available at <http://www.doi.gov/foia/43cfrsub.html> provide guidance for individuals on how to seek information on themselves that may be maintained within a Privacy Act system of records by the Department.

The Privacy Program information on the Internet is available at <http://www.doi.gov//ocio/privacy/>. This site includes such information as:



Figure 11: DOI Privacy Program Website Screenshot

- [Privacy Policy Contacts](#)
- [Guidelines and References](#)
- [Privacy Impact Assessments](#)
- [Public Privacy Impact Assessments](#)
- [Privacy Act Notices](#)
- [E-Gov Act Privacy Requirements](#)

### Congressional Requests for Information

DOI's Office of Congressional and Legislative Affairs communicate Departmental policies and the viewpoints of the Secretary regarding Congressional issues. The office plans, develops and implements DOI's legislative goals and strategies, notifies congressional offices of Interior initiatives, and monitors the status of legislative proposals. Testimonies and other legislative information, as well as contact information for this office, are available on the

Office of Congressional and Legislative Affairs website <http://www.doi.gov/ocl/index.html>.

Information on the website includes a staff directory, links to Congressional Information, testimony and other legislative information, and a general contact email address.



**Figure 12: DOI's Office of Congressional and Legislative Affairs Website Screenshot**

Communications with the Appropriations Committees and budgetary matters are coordinated by the Policy, Management, and Budget – Office of Budget.

### Declassification Program

DOI does not have the authority to classify or declassify information; therefore, a specific declassification program does not exist. However, the CIO is responsible for establishing policy and procedures for the protection of national security classified and sensitive information processed in automated systems, including all forms of hard, soft, and transmission media. The OCIO is also responsible for coordinating with bureau/Office Security Officers regarding classified national security and other sensitive controlled unclassified information (CUI) matters, as appropriate.

### Communicating to the Public on Significant Actions and Business of DOI:

The Office of Communications (OCO), the Office of External Affairs, and the Office of Intergovernmental Affairs work closely to provide information to the public, media, stakeholder groups and state and local governments. Similarly, the offices that fall under the Assistant Secretary – Policy, Management, and

Budget play a key role in communicating the Secretary’s vision and priorities through the budget and other means.

**Office of Communications:** This office provides leadership, expertise, counsel, and coordination for the development of communications strategies vital to the overall formulation, awareness and acceptance of mission programs and policies. The various means of communications adopted by this office are as follows:

- Maintain and constantly improve the DOI website (<http://www.doi.gov>), the Department of the Interior Recovery website (<http://recovery.doi.gov>) and the Department’s official presence on social media websites like Facebook, Flickr, YouTube, and Twitter.
- Assist media by responding to their inquiries and provide other information they may require or find useful. The principle vehicles used for dissemination of news are internet, telephone, press releases, and audio-visual messages.
- Develop and implement media and public information projects for widespread public dissemination of policy and program information.
- Travel (By the Secretary and Deputy Secretary) to key locations affected by DOI policies to hold town hall meetings with stakeholders and the public to seek input and explain key DOI policy initiatives.
- Prepare, edit, and issue news releases on Departmental policies and program issues; develop speech texts, reports, briefing materials, articles and similar materials for the Secretary; develop publications and audio and visual materials as it determines necessary in order for the Department to be responsive to a broad range of public inquiries.
- Plan and coordinate press briefings and news conferences for the Secretary and the Secretariat; inform officials of fresh media activity on issues; and publish special internal communications to supervisory and policy level officials. Secretary Salazar, Deputy Secretary Hayes and all Assistant Secretary’s and Bureau Directors regularly grant requests for interviews with national, local and tribal news outlets.



**Figure 13: Secretary Salazar Official Facebook Page (March 25, 2010)**

In addition, DOI has taken great strides to improve the information made available online to the public. DOI’s website has undergone a transformation in the past year to make information easily accessible, to better explain the Secretary’s priorities and increase transparency. For members of the public who cannot attend, town hall meetings are broadcasted on DOI.gov.

**Office of External Affairs:** This office communicates with and engages outside stakeholder groups on important policy decisions at DOI.

**Office of Intergovernmental Affairs:** This office works closely with state and local governments including governor's offices, state legislatures, mayors, city councils and other local governments to communicate the Department of the Interior's priorities and policy decisions and to coordinate feedback on these policies from a local perspective.

**Policy, Management, and Budget – Office of the Budget:** This office is the portal for all information for the House and Senate Appropriations Committees and all budget information. In addition, the Secretary and the Department utilize the budget as a primary communication tool for his vision and policies. The 2011 Budget in Brief, outlines the funding and legislative agenda that is included in the 2011 budget for DOI. It is available on the Budget Office's Website at:  
<http://www.doi.gov/budget/2011/11Hilites/toc.html>.

**DOI Strategic Plan:** The DOI Strategic Plan communicates the Department's key mission strategies in a five year plan that is updated every three years. There is a link on the DOI website for budget and performance information that provides direct access to the strategic plan and the Annual Performance Report (<http://www.doi.gov/bpp/>.)

**Future changes in communications as part of open government:**

- DOI will continue to make policy information available to the press and stakeholders in a timely fashion via press releases, outreach and town hall meetings.
- Additional upgrades to DOI.gov are planned to respond to citizen and stakeholder requests for information. Improvements include the addition of more interactive maps and geo-specific information that may help the public.
- DOI is currently in the process of investing in live streaming technology that may allow us to provide the public with live streams of DOI press conferences, public meetings and other events in real time via DOI.gov on a regular basis. DOI's goal is to make this a regular part of DOI's communications efforts in the next six months.
- DOI may continue to investigate new avenues for providing content to the public via social media websites. It is planning a series of blogger roundtables with senior leadership and interested bloggers in an effort to reach new audiences and reporters outside the main stream media.

**Information Quality**

As a component of transparency, maintaining information quality is a core effort at DOI. As such, DOI issued and implemented guidelines to ensure and maximize the quality, objectivity, utility, and integrity of information disseminated by its offices and bureaus, per the February 2002 OMB guidelines (<http://www.whitehouse.gov/omb/assets/omb/fedreg/reproducible2.pdf>) that all Federal Agencies issue and implement Information Quality Guidelines.



In response to a December 2004 OMB Memorandum M-05-03 (<http://www.whitehouse.gov/omb/assets/omb/memoranda/fy2005/m05-03.pdf>) relating to Information Quality, DOI Offices and bureaus created Web sites to accommodate the requirements to implement and document a system for peer review of scientific information.

In order to ensure the accuracy and integrity of its published scientific information, DOI follows a robust peer review process where the information undergoes internal peer review and is subject to public scrutiny. DOI, its offices, bureaus, and the National Invasive Species Council, maintain the highest standards possible for published information to ensure integrity and transparency.

#### **4.1.2 Existing DOI Collaboration Efforts**

DOI is comprised of approximately 70,000 employees focused on delivering services in support of one of the most diverse sets of missions in the Federal Government. The majority of DOI's employees are citizen facing and provide direct citizen support. Nowhere is this more readily observable than in the National Park Service. Technology provides yet another way to engage with the public. The National Park Service Web presence is a remarkable tool in extending the reach of the National Park Service and greatly facilitating access to information about many of America's most treasured natural and cultural resources. The information and services provided by the National Park Service provide a wealth of information that enhances Park visitor experiences.

The National Park Service Web site routinely scores at the top of government Web sites in terms of customer satisfaction. Significant work has been performed to improve the site across the entire virtual National Park Service landscape covering over 400 NPS units.

The majority of DOI's online visitation is to NPS Web sites. Last year, NPS received more than 76 million visits to its websites, with more than 500 million page views during those visits. The web sites received more than 5.7 million visits during the month of February 2010, with an average of 204,642.82 visits per day.

Additional DOI collaboration efforts include:

## ePlanning and PEPC

DOI currently uses ePlanning (Bureau of Land management (BLM)) and Planning, Environment, and Public Comment (PEPC) (National Parks Service (NPS)) to publish to and receive comments from the public on proposed management of Federal lands. BLM and NPS developed these tools in part to help process the suggestions they receive from the public on proposed land use plans. These systems enhance the bureaus ability to interact with the public by making this functionality available on the Internet, thereby, thereby, removing the burden of having to visit an office or send comments via regular mail. Reproduction costs are also reduced by making plans available online.

## Regulations.Gov

DOI has a long tradition of public involvement in it rulemaking process. DOI has collaboratively consolidated previous DOI specific solutions for this into participation in the government-wide Regulations.Gov (<http://www.regulations.gov>) to promote access to responses for proposed rules.

## Recreation.Gov

The Department of the Interior is a participating partner and was integral in the development of Recreation.gov (<http://www.recreation.gov>). Recreation.gov provides a single point of access to information about Federal natural resource related recreational activities and allows the public to make reservations online. It provides a comprehensive source of information about thousands of Federal recreation opportunities from across the country from many different agencies in a convenient central location. Information about recreation opportunities on Federal lands can be sorted by location, sponsoring agency or area of recreation interest.



Figure 14: Recreation.Gov Screenshot

## Volunteer.Gov/Gov

DOI is the leading partner for Volunteer.Gov/Gov (<http://www.volunteer.gov/gov>). The Volunteer.Gov/Gov Website is managed by DOI for natural resource agencies to provide a central point where citizens can view volunteer job opportunities around the country available at different natural resource offices.

## GeoSpatial One-Stop

An intergovernmental project managed by DOI in support of the President's Initiative for E-government, Geospatial One-Stop builds on its partnership with the Federal Geographic Data Committee (FGDC) to improve the ability of the public and government to use geospatial information to support the business of government and facilitate decision-making.

In conjunction with the FGDC and its 19 member inter-agency membership established under OMB Circular A-16, Geospatial One-Stop helps improve access to geospatial information:



- Through the Geospatial One-Stop portal, <http://gos2.geodata.gov/>, anyone can access geospatial information from Federal agencies and a growing number of state, local, tribal and private agencies through one complete and comprehensible portal.
- Building communities around data categories through the efforts of "data stewardship leaders" and teams to seek out and highlight new and preeminent ways to utilize geospatial tools.
- In conjunction with FGDC, Geospatial One-Stop facilitates standardization and intergovernmental agreements on standards and interoperability.



Figure 15: GeoSpatial One-Stop Screenshot

### **WaterSMART (Sustain and Manage America’s Resources for Tomorrow)**

The Bureau of Reclamation (BOR) has been working with other Federal, state, regional and local government agencies with the common goal of drought mitigation. This is supported by The Secure Water Act, which includes sections on “Water Conservation Initiative,” and the “Water Conservation Challenge Grant Program,” which invites public and scientific collaboration. The site can be found at: <http://www.usbr.gov/WaterSMART/>.

### **Western States Water Council**

The BOR provides federal liaison for the Department to the Western States Water Council (WSWC) (<http://www.westgov.org/wswc/>), whose mission is (1) to accomplish effective cooperation among western states in the conservation, development and management of water resources; (2) to maintain vital state prerogatives, while identifying ways to accommodate legitimate federal interests; (3) to provide a forum for the exchange of views, perspectives, and experiences among member states; and (4) to provide analysis of federal and state developments in order to assist member states in evaluating impacts of federal laws and programs and the effectiveness of state laws and policies.

### **Twitter Earthquake Detection**

The United States Geological Survey (USGS) has developed the Twitter Earthquake Detection (TED) (<http://www.twitter.com/USGSted>). This solution is the first Government case study by Twitter 101. In this exploratory effort, this tool gathers real-time, earthquake-related messages from the social networking site Twitter and applies place, time, and key word filtering to gather geo-located accounts of tremors. This approach provides rapid first-impression narratives and photos from people at the hazard’s location. The potential for use of this tool for earthquake detection in populated but sparsely seismically-instrumented regions is also being investigated.

Social networking technologies are providing the general public with anecdotal earthquake hazard information before scientific information has been published from authoritative sources. People local to an event are able to publish information via these technologies within seconds of their occurrence. In contrast, scientific alerts can take between 2 to 20 minutes. By adopting and embracing new technologies and the USGS approaches can augment its earthquake response products and the delivery of hazard information.



Figure 16: USGSSted Twitter Feed Screenshot (March 25, 2010)

## 4.2 CHANGES TO INTERNAL MANAGEMENT AND ADMINISTRATIVE POLICIES TO IMPROVE TRANSPARENCY, PARTICIPATION AND COLLABORATION

The Open Government Directive requires information regarding potential changes to internal management and administrative policies to improve transparency, participation, and collaboration. Although much of what DOI does is bound by existing laws, regulations, policies, and treaties, there may be opportunities to review existing management practices and policies to enhance the principles of open government. Achieving a more open government will require the various professional disciplines within the Government – such as policy, legal, procurement, finance, and technology operations – to work together to define and to develop open government solutions.

Providing the public with more information about the Government’s activities and promoting the participation and collaboration of the general public will affect DOI. While DOI is in the forefront in terms of releasing information to the public and following the principles of open and transparent government, care needs to be taken in its workings. New technologies provide new opportunities, but also may present risk to Agencies in ensuring conformance to legal constraints. For example, Agencies should be careful to ensure that use of new tools like Facebook, Twitter, etc., will not violate the Paperwork Reduction Act – any data collected from unofficial voting or from comments may violate the Act. When releasing information to the public, the quality of publicly disseminated information must conform to certain standards. The potential release of inaccurate information and data could have an unintended adverse effect on the public. Care must also be exercised to protect the rights of those who interact with the Department. The terms expressed in the gathering of information must be respected. Information released in support of open government could be too open. As capabilities exist to combine information in new and innovative ways, additional care must be paid to consider the potential impacts of aggregating seemingly unrelated information. For these reasons DOI is taking a measured approach to open government. The Department is committed to the principles of open government but is exercising care to reduce the potential for unintended consequences. The experience of the broader Government community will be invaluable in helping DOI identify where additional exploration makes sense.

Policies such as Web standards and guidance, data releasability guidance, FOIA, etc., may undergo significant changes when they incorporate elements of Open Government. It is important that policies evolve to realize the potential of technology for open government. The following are brief descriptions of some policies which may be addressed, that would incorporate open government principles as they are updated in the future:

1. **Web Standards and Guidance Policies:** DOI intends to use modern technology, such as the Internet, to further engage and inform citizens about the Department. As DOI implements open government principles through increased utilization of modern technology, the Department's Web standards may have to accommodate changes in its guidelines to facilitate this transformation. The Departmental Web Standards Handbook (386 DM 3, Handbook) issued by the DOI CIO, contains Web policies and guidance for implementing and maintaining the Web presence in the Department. The DOI Web Council has also developed a draft guidance document for the use of Social Media as an official means of communication from DOI. Increased usage of the Web and Social Media to promote participation, collaboration, and transparency may expedite the need to update these publications for web standards and guidance policies to allow for the realization of DOI's open government efforts.
2. **FOIA:** On January 21, 2009, President Obama issued a memorandum on FOIA, "the most prominent expression of a profound national commitment to ensuring an open government." The President's memorandum and the Attorney General's guidelines, subsequently issued on March 19, 2009, do not change the requirements of the statute, but rather how Agencies think about the FOIA. The Attorney General emphasizes that agencies should adopt a presumption in favor of disclosure when making FOIA decisions and not withhold information just because it is technically permitted under the law. In July 2009, consistent with the Attorney General's guidelines, the Secretary issued a memorandum to all employees addressing:
  - The presumption of openness that the President called for in his January 21, 2009, memorandum
  - The new standard for defending agencies in FOIA cases (the foreseeable harm standard)
  - The need to make information available proactively via the Internet to achieve transparency and the "new era of open Government" that the President envisions

The Secretary made it clear that the President's and Attorney General's messages extend beyond the boundaries of the FOIA. They called upon agencies to aggressively increase proactive disclosures of information that is of interest to the public, thus vastly increasing information that is available on the Internet.

The Department provided training to various employees at all levels on the Administration's FOIA and Openness/Transparency policies. Additionally, DOI has developed a directive to Heads of bureaus/Offices, which is currently being finalized, that provides additional guidance for implementing the Administration's policy regarding the review of documents under the FOIA.

## Strategies for Reducing Backlogs at DOI

As reflected in the FY 2009 FOIA Annual Report, five out of 11 bureaus/Offices had significant backlogs, i.e., backlogs of 50 or more requests. Some of DOI's backlog is fluid. In some cases, the backlog is due to the fact that natural disasters or other newsworthy events can cause unforeseen, significant spikes in the number of FOIA requests received (e.g., Exxon Valdez oil spill, Hurricane Katrina, the status of certain endangered/threatened species, and wild horses and burros on public lands). This ebb and flow in processing is difficult to predict and mitigate given the highly decentralized nature of DOI's bureaus and offices. Also, the wide geographical areas that DOI programs and services cover as well as the various regional organizational structures within each bureau create additional processing challenges that exacerbate DOI's FOIA backlog.

Planned actions for backlog reduction where needed:

Proactively release information of interest to the public: Make more information available online in an effort to reduce the need for the public to make FOIA requests.

Supplement existing resources: From FY 2007 to FY 2009, DOI faced an overall 31 percent decrease in the number of personnel assigned to FOIA. At the same time, the number of requests received increased by six percent. These factors, and the fact that many requests DOI receives are complex in nature, point to the need for more resources for certain bureaus/offices. Several bureaus/offices have either recently acquired or are in the process of recruiting or detailing additional full-time equivalent personnel (FTEs) and/or contract hires to assist in processing requests and reducing their backlogs. Other bureaus have requested or are in the process of requesting additional resources for backlog reduction.

Enhance training for FOIA Staff: The Department plans to enhance its training efforts in FY 2010 to ensure that FOIA personnel receive the training they need to properly and promptly respond to any FOIA requests they receive. This includes development of an online computer-based training (CBT) module which should be launched by the end of FY 2010.

Improve communication for greater efficiency: Requesters unfamiliar with FOIA or the inner workings of DOI bureaus and offices may make unintentionally broad requests. To counter this, DOI will enhance efforts to improve communication with FOIA requesters. This includes working with the requesters to scope or clarify the information being sought to make the requests more manageable and reduce processing time for the agency while also improving service to the FOIA community.

Other strategies include:

- DOI will collaborate with the bureaus and offices in determining reasons for individual backlogs and in identifying remedial actions, as appropriate.



- Some bureaus/offices will conduct weekly quality control checks to ensure that all data in the Department’s electronic FOIA tracking system (EFTS) is updated in a timely manner and accurately reflects the status and/or disposition of requests.
  - Some bureaus/offices will send automated ticklers to FOIA coordinators and managers regarding overdue requests and/or employ standardized FOIA search forms to facilitate responses from program offices.
3. **Social Media:** DOI has rolled out various social media tools to facilitate participation and collaboration from the general public. DOI has leveraged a citizen engagement tool to solicit ideas and comments on its open government approach. This has provided DOI with great feedback to support DOI’s Open Government Plan and ways to improve transparency throughout the Department. Youtube, Flickr, Facebook and Twitter are other avenues of information exchange promoted by DOI as part of its Open Government roll-out. Implications of social media tools are included in sections describing privacy, records management, and intellectual property.
  4. **Department of the Interior Acquisition Regulation (DIAR):** Open government may have far reaching effects on the Federal government’s acquisition policies. Any change in those policies may be incorporated in to the DIAR – whose role is to implement and supplement the Federal Acquisition Regulation (FAR), and implement departmental policies.
  5. **Data Releasability:** As part of its pledge for an open and transparent Department, DOI continues to publish datasets to Data.gov. Formal release processes for use across the Department are being developed to clarify roles and develop a streamlined consistent process that promotes repeatable results from our dataset review and preparation approach. Our releasability process will be applicable to DOI but also flexible enough to be readily tailored to other agencies.
  6. **Accessibility:** For Government to be truly open, it must consider the needs of people with disabilities. The American with Disabilities Act (ADA) and the Rehabilitation Act require that programs and resources provide comparable access and equivalent communications to people with disabilities, including alternative methods and formats, unless it would be an undue burden. To be fully inclusive, technologies that deliver data and information need to be as broadly accessible as feasible. In many ways the increased access to the Government supported by open government approaches facilitates access to people with disabilities. Open government technologies may need to work with the tools and technology that people with disabilities use such as screen readers, voice recognition, captions, and magnification. Program sponsors and data owners are responsible for assessing whether electronic information complies with Federal law, regulations, and applicable DOI policies that address accessibility and usability. (ref. ADA Title III, Rehabilitation Act, Sections 501, 503, 504, and 508 - <http://www.section508.gov>, <http://www.ada.gov/cguide.htm> 49 CFR parts 21, 27 <http://business.highbeam.com/436092/article-1G1-106915914/departement-transportation-cfr-parts-nondiscrimination> UN Manila Recommendations,

<http://www.un.org/esa/socdev/enable/manilarecom.htm> United Nations Conference on Trade and Development).

7. **Confidentiality:** Information sources have the potential to be combined to reveal confidential information (such as confidential business information, personally identifiable information, financial information, information that is acquisition-sensitive, security-sensitive, law enforcement/ investigative –sensitive or that could enable the public to circumvent the law). The government has a responsibility to protect potentially confidential information. The changes open government brings must take this responsibility into consideration.
8. **Infrastructure:** The Open Government Directive encourages the Federal Government to use technology to communicate and engage with the public – tools which may need a scalable and robust infrastructure. A strong foundational base will facilitate very powerful and effective means to communicate quickly and broadly – such as social media – and help share information, and interaction with colleagues and the public. DOI will consider using these publicly owned hosted tools and services in order to reach a wider audience and to facilitate professional communication and collaboration. The infrastructure needs encompass network connectivity, bandwidth, data storage and archive or backup, and other related software or hardware elements. Each of these areas may find an enhanced role with the roll out of open government.
9. **Information Collection & Paperwork Reduction Act:** Agencies are required, when possible, to use electronic forms and filing to conduct official business with the public – this policy is applicable with respect to open government. Tools such as social computing technologies can be used in many cases to meet this need. DOI Web sites must ensure that information collected from the public minimizes burden and maximizes public utility. The Paperwork Reduction Act (PRA) covers the collection of data information from the public. The PRA currently requires OMB approval of all surveys information collection instruments given to 10 or more participants. This includes any sort of survey where identical questions are given to ten or more participants, regardless of the format. The exception to the survey rule is an anonymous submission form where users can provide open ended comments or suggestions without any sort of Government guidance on the content.

#### Intellectual Property:

10. **Privacy:** In the context of privacy, two primary areas are the Privacy Act and Personally identifiable information (PII). Redaction software can be used to remove sensitive information, but only with appropriate controls to ensure the redactions are “locked.” Any Web page must avoid collecting PII except as necessary to achieve program purposes and must not publicly display PII. A Privacy Impact Assessment (PIA) is required for any IT system that will contain PII. A System of Records Notice (SORN) is required for any paper-based or IT system of records that will contain PII if the record will be regularly retrieved by name or personal identifier.

11. **Quality:** The public places a high degree of trust in government content and considers it an authoritative source. Under the Information Quality Act and associated guidelines, agencies are required to maximize the quality, objectivity, utility, and integrity of information and services provided to the public. Consistent with the principles of OMB Circular A-123, Management's Responsibility for Internal Control, data collected by the Department for statistical, financial, programmatic, or other purposes shall be subjected to standardized data quality assurance and internal control practices to ensure its integrity and accuracy. Agencies must reasonably ensure suitable information and service quality consistent with the level of importance of the information. Reasonable steps include 1) clearly identifying the benefits and limitations inherent in the information dissemination product (e.g., possibility of errors, degree of reliability, and validity), and 2) taking reasonable steps to remove the limitations inherent in the product or information produced.

Some important aspects of information quality DOI may incorporate are as follows:

1. Management must ensure that the Department's position is reflected in all communications rather than one person's opinion.
2. Each data collection and maintenance protocol shall be documented and routinely evaluated and assessed to ensure its compliance with laws and regulations and that proper adequate controls are in place and functional.
3. The quality of publicly disseminated information is subject to extensive scrutiny and public use.
4. The potential release of inaccurate information and data could have significant adverse affect on consumers and erode public confidence in DOI. Currently, internal controls are utilized to ensure the integrity of financial and programmatic data.
5. Existing information quality controls, processes and guidelines need to be updated/expanded and aligned with open government initiatives and all other information dissemination activities. Data quality standards, measures and clearance processes should be included to ensure DOI's current and future dissemination of consistent, high quality and high value information and data.

12. **Records Management:** While following a policy of openness and transparency, the Federal Records Act, regulations, and Departmental policy and guidance govern the proper management and archiving of records throughout the records life cycle. DOI users, working with the Departmental Records Manager and bureau Records Officers, will determine the most appropriate methods to capture and retain records on both government servers and technologies hosted on non-Federal hosts. The NARA offers resources and guidance to Agencies to ensure proper records management. Additionally, records retention policies must be followed regarding any records released from DOI.

The Departmental Records Office within the OCIO has contracted for development of an enterprise-wide electronic Records Management process. In addition, the Departmental Records Office is exploring ways to simplify the overall taxonomy of records schedules at the Department, with the goal of making it much easier to understand the organization of records

systems at DOI. These two initiatives are expected to greatly facilitate and support openness, transparency, and the ability to collaborate with regard to DOI information.

13. **Security:** All Federal agencies are required by law to ensure their IT systems are secure. DOI will consider all existing laws, regulations and policies in regards to new approaches to open government to mitigate against the unintentional increase of risk without due consideration of the impacts. Security aspects that should be considered while implementing an open government policy include:

1. Ensure that new systems are certified and accredited and meet the regulations set forth by Federal Information Security Management Act (FISMA) and National Institute of Standards and Technology (NIST) standards.
2. Any DOI-sponsored application not hosted on a DOI-controlled server must be evaluated according to DOI Security Categorization instructions to assess the ramifications of a potential security breach of that service. Non-DOI servers hosting DOI services may be required to attain certification and authentication to verify that content is adequately protected.
3. bureaus should strive to host all services and applications on ".gov" domains.
4. Applications must not allow the insertion of malicious code through attachments of any kind.
5. Blog content submitted by individuals other than the blog author must be limited to text. Two-way blogs must incorporate a character limit for comment forms to prevent text-dumping, and other security safeguards must be active to prevent activities that might threaten Bureau IT resources. Blog commenters are not allowed to attach files of any kind to their comments.

14. **Terms of Service/ Terms of Use:** Terms of Service (TOS) and Terms of Use (TOU) establish the agreement between the provider and the Government for Web 2.0 tool use. Many provider terms of service agreements are not acceptable for Government use unless modified. The Government has negotiated common TOS with many, but not all Web 2.0 providers. Even when common terms have been negotiated, legal and CIO review must be obtained prior to use to ensure DOI policies and guidelines are not nullified or superseded by the TOS or TOU. To date, DOI has signed TOS agreements with YouTube, Flickr and Facebook.

15. **Availability to Persons With Limited English Proficiency:** Executive Order 13166 requires that agencies provide appropriate access to persons with limited English proficiency. The scope of this requirement encompasses all "Federally conducted programs and activities." Anything an agency does in communicating and collaborating with citizens falls under the reach of the mandate. Under this Executive Order, agencies must determine how much information they need to provide in other languages based on an assessment of customer needs. DOI views its responsibility in this area to apply to open government related initiatives as well as more traditional approaches.

DOI and the bureaus are responsible for satisfying all policy requirements related to content that they provide to a third-party site; however, they cannot control and are thus not

responsible for other content on that site. If the failure of the third-party site to satisfy the requirements of Executive Order 13166 or any other law or regulation discussed here presents an obstacle for the site user to the DOI or Bureau content that content must be offered on the DOI or Bureau primary website in a fully compliant manner.

16. **Availability of Information and Access to Persons without Internet Access:** Agencies are required to provide members of the public who do not have Internet connectivity with timely and equitable access to information, for example, by providing hard copies of reports and forms. For the most part, using electronic medium as an exclusive channel for information distribution would prevent users without Internet access from receiving such information. In addition, some social media services require high speed Internet access and high bandwidth to be effectively used, which may not be available in rural areas or may be unaffordable. Programs must simply make alternative, non-electronic forms of information dissemination available upon request. DOI serves a very broad demographic in terms of geography and access to robust infrastructure and in regard to access to technology capabilities. The approaches to open government employed by the Department seek to augment access.

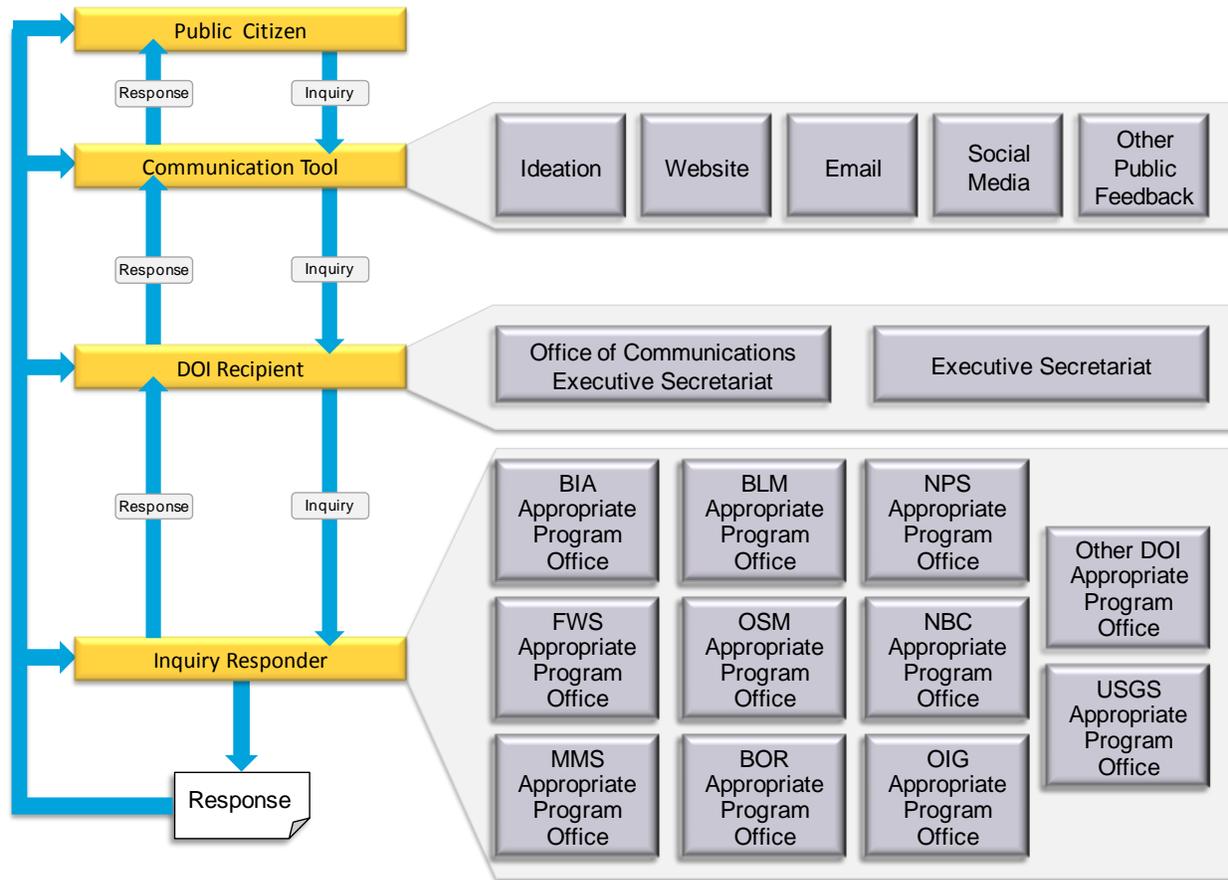
### **4.3 ENHANCING THE ROLE OF PUBLIC FEEDBACK, PARTICIPATION, AND COLLABORATION IN KEY MISSION AREAS**

While DOI currently has many efforts that encompass elements of transparency, collaboration, and participation, increasing these open government principles throughout DOI is at the foundation of this plan. Ensuring public feedback is effectively managed and key mission areas include open government elements are primary focus areas.

#### **4.3.1 Public Feedback Workflow Process**

Since its launch on February 5, 2010 until March 19, 2010, DOI received 91 ideas, 1,745 votes, and 267 comments on [www.openinterior.ideascale.com](http://www.openinterior.ideascale.com). The comments spanned a variety of topics and many of the comments offered useful suggestions for increasing transparency of specific DOI programs. The comments were considered in the development of this plan and shared with the organization as a whole.

As DOI's Open Government Plan evolves, the Department looks forward to incorporating similar citizen engagement tools to foster public feedback and participation on areas of importance to citizens. As part of this process DOI is considering the lessons learned from this process to identify potential new features to further enhance the effectiveness of these new approaches. A key area for future development is improving the mechanism for efficiently routing the good ideas that come from these tools to program leaders who can consider them. A new workflow will help ensure that ideas and suggestions are routed to the right bureau, office, and/or program. A key part of this process being considered is to include guidelines for how public feedback is integrated into the day-to-day work of DOI and our Programs. The workflow may be made available on DOI's website so that the public is aware of how the Department handles their feedback.



**Figure 17: Notional Public Feedback Workflow**

### 4.3.2 Enhancing Public Feedback in Secretary Priority Areas

The iterative nature of DOI’s Open Government Plan allows it to adapt to changing priorities in the future. Each of the Secretary’s priority areas and additional DOI efforts may consider leveraging citizen engagement tools to facilitate public involvement. The following section highlights a few of the main examples of how DOI will increase opportunities for public participation in and feedback on the Department’s core mission activities.

#### Climate Change

As one of the Secretary’s top priorities, DOI has many efforts focusing on climate change. Organizing the vast information sources produced from these efforts is one of the focus areas for DOI’s Open Government Flagship Initiative. This initiative will utilize proven techniques and innovative uses of tools to help catalog the information to promote discover, understanding and use of this valuable resource.

The potential to respond to datasets in terms of rating and comments is a planned feature for the enhanced approach. Additional details on this initiative are presented in section 4.7.

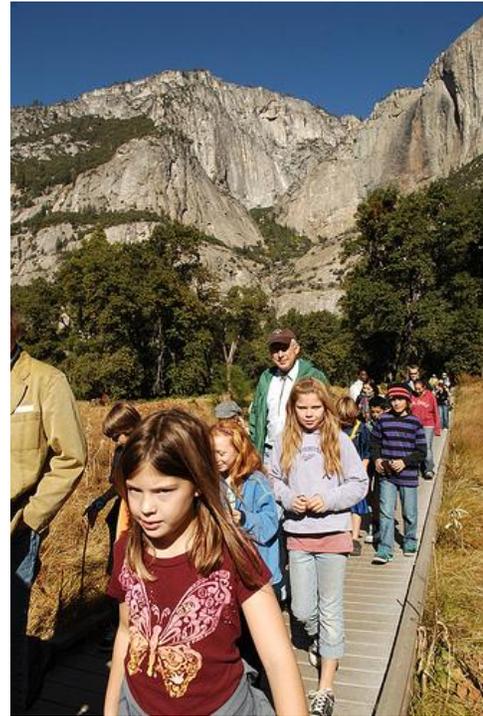
## Youth

In working to align open government with the Department of the Interior’s Youth in the Great Outdoors Initiative the Office of Youth has created and will consistently maintain a comprehensive Youth Database. The Office is also utilizing several online social media tools (Facebook, Twitter, etc.) and may continue to update the public and attempt to keep the pulse of public opinion on the Youth in the Great Outdoors Initiative through various means of social media networking.

The **Youth Database** is a compilation of all of the Youth Programs, Youth-serving Partners, and Youth-serving Events that are already being implemented and utilized throughout the eight bureaus within the Department. While this database will initially be used internally to promote collaboration between similar programs it will be considered for public dissemination in the future via the Youth in the Great Outdoors web site

(<http://www.doi.gov/whatwedo/youth/>).

**Online social media tools** such as Facebook, Twitter, and Flickr will be utilized to reach out to youth and to open government in a youth-recognizable, user-friendly means. Videos, pictures, and messages will be uploaded to the page to engage Facebook users. The bureaus within the Department have been effective in launching and sustaining successful youth programs: Youth Conservation Corps, (<http://www.nps.gov/gettinginvolved/youthprograms/ycc.htm>), Public Land Corps (<http://www.nps.gov/gettinginvolved/youthprograms/plc.htm>), the Student Career Experience Program (SCEP) (<http://www.usajobs.gov/ei/studentcareerexperience.asp>), and the Student Temporary Employment Program (STEP) (<http://www.opm.gov/employ/students/>). There are many strong partnerships already developed between the bureaus and external organizations. Facebook will be a means for the bureaus, partners and programs to network, organize and advertize through an established, youth-driven web site in order to draw in and maintain connection with our target audiences. The Youth in the Great Outdoors’ official Facebook page will be titled *Youth in the Great Outdoors*. This is the name for the Twitter account and will remain consistent in any new online social media presence. The Office has also developed a Facebook “group” called *OUTside and INVolved – Youth Engaged in America’s Public Lands and Communities*. This group will be maintained as an informal



**Figure 18: Secretary Salazar hiking with kids from Mariposa Middle School.**  
(Photo credit: Tami Heilemann-DOI)

alumni group for young people who have participated in employment or volunteer opportunities offered by or in partnership with the Department of the Interior.

The **Youth in the Great Outdoors website** (in development) will be developed by a youth volunteer artist. The website will be hosted on the Office of Service’s website TakePride.Gov (<http://www.takepride.gov>). On the Youth in the Great Outdoors website the public will be able to locate youth programs and events available to them by location. In addition to programs and events the public may be able to access information on any organizations that partner with the Department in youth affairs. The website will be interactive and the Office of Youth may maintain online interaction with the public though consistently responding to questions and suggestions.

#### 4.4 ENHANCING EXTERNAL AND INTERNAL COLLABORATION WITH INNOVATIVE METHODS

##### 4.4.1 External Collaboration

As part of [www.doi.gov/open](http://www.doi.gov/open), DOI utilized a citizen engagement tool to help solicit ideas from the public and its employees. This ideation tool has been customized to engage both citizens and employees online during the creation of DOI’s Open Government Plan, soliciting ideas in the areas of transparency, participation, collaboration, and innovation. The citizen engagement tool allowed the public to submit ideas to include in DOI’s Open Government Plan, vote for ideas they think are important, comment on ideas, flag ideas as off-topic, share ideas with friends via email or social media channels, and see how their ideas are being incorporated into the DOI Open Government Plan.



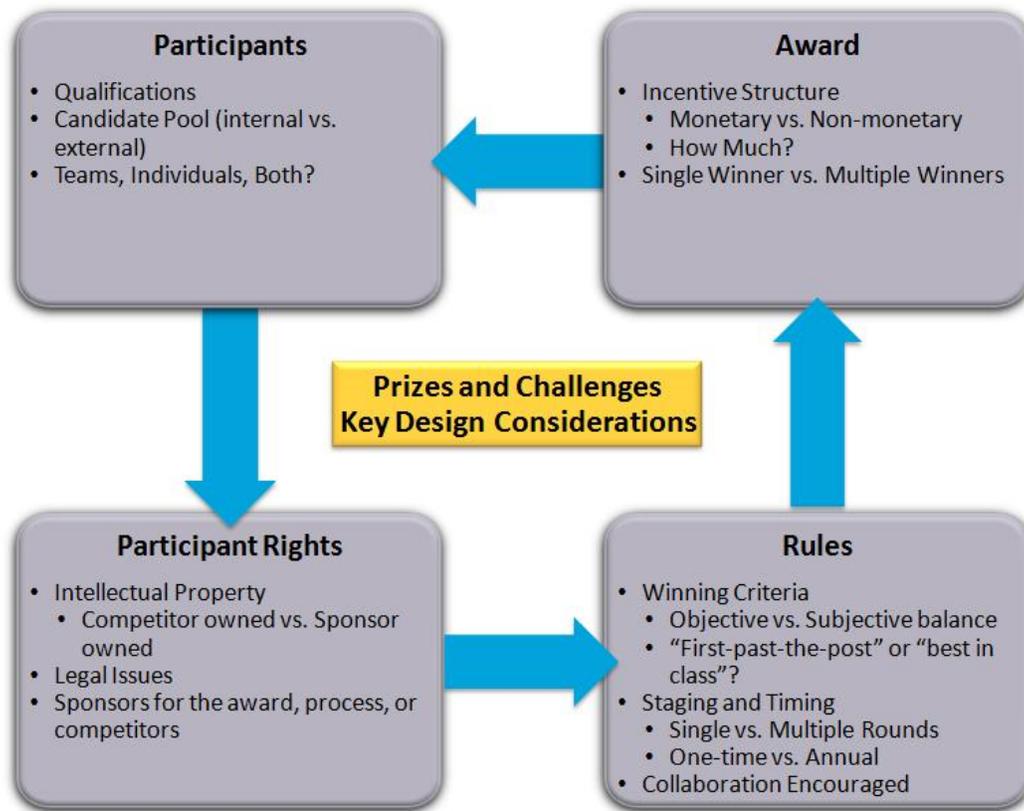
Figure 19: DOI Open Government Website Screenshot

DOI is currently in the process of reviewing experiences with the citizen engagement tool used and evaluating requirements for a tool for future use, for both internal and external collaboration and feedback. As citizen engagement capabilities are incorporated into additional efforts within DOI to increase participation, DOI’s Open Government Plan will be updated accordingly.

To maximize efficiency and consistently DOI will seek to identify a common platform for citizen engagement. A common platform can expedite access by bureaus, provide a familiar user interface to visitors and develop common competency in the solution across the Department. DOI plans to have a citizen engagement tool ready for use within three to six months.

### 4.4.2 Prizes and Challenges

DOI recognizes that by making more information available to DOI employees and the general public, the Department can leverage a vast array of expertise and identify pockets of brilliance. Based on OMB’s guidance on prizes and challenges, DOI plans to explore how the use of prizes, challenges, and other programs can provide creativity and innovation to DOI’s mission areas. DOI’s process for developing prizes and challenges is depicted below in Figure 20. Some of the key design considerations include: determining the participant pool, participants rights, rules, and award structure.



**Figure 20: DOI Prizes and Challenges Key Design Considerations**

Aside from fostering the public’s use of information made available, DOI recognizes that prizes and challenges present an opportunity to engage citizens and encourage more involvement in the stewardship of their national lands. As described in section 5.7, DOI’s Flagship Initiative is one example of this.

### 4.4.3 DOI Innovation Gallery

DOI has long been a leader in innovative approaches to meet mission needs. DOI’s employees find creative solutions to problems at all levels of the organization. Some of these innovations, like Recreation.Gov, are readily visible to the public. Other innovations are more internally focused but no

less creative. In an effort to highlight these successes and support the creativity and innovative spirit of its workforce, DOI plans to launch an Innovation Gallery on our Open Government Website.

The DOI Innovation Gallery is inspired by the White House Innovation Gallery and will be available for both employees and the public to learn more about the interesting ways government employees solve problems both efficiently and effectively in support of their assigned tasks and for the betterment of the Department and the public we serve.

#### **4.4.4 Internal Collaboration**

The Internal Communications team within the DOI Office of Communications (OCO) is responsible for supporting the long-term goal of promoting employee awareness of DOI initiatives, policies, and personnel through use of emerging technologies. The Internal Communications team also provides high-level guidance to DOI, the Office of the Secretary (OS), and the OCO regarding effective internal and web-based communications. Working with the New Media team within OCO, the Internal Communications team may launch and manage the content and architecture for the upcoming DOI Intranet. The DOI Intranet is a critical component to providing secure internal communications to employees from one convenient location.

#### **4.4.5 DOI Intranet**

The primary goal of the new DOI Intranet site, to be launched within the next three months, is to help promote awareness and interactions that may increase employee engagement, improve internal communications, and increase efficiencies within the DOI and across its bureaus.

The DOI Intranet is being developed and maintained by the Office of Communications within the Office of the Secretary, and it may not replace established Bureau intranet sites.

#### **Key Objectives**

- Provide internal communications mechanisms that foster connections and collaboration between DOI leadership and employees.
- Provide easy access to departmental news, features, critical information and leadership updates.
- Provide quick, centralized access to commonly requested forms, policy manuals, and other internal and external business tools/applications.

#### **Content**

Using a network containing internal communications experts within each Bureau, DOI plans to keep the Intranet up to date with fresh news, information and guidance targeted specifically for an all-employee audience. Regular contributions from the bureaus or offices may include:

- Features on individual employees who are making a difference within or outside of DOI
- News regarding Bureau management, initiatives, or projects

- Latest information, guidance and instructions on employee health, safety and emergency status and communications concerns and issues
- Ideas or initiatives from employees
- Information regarding partnerships with other bureaus or external organizations

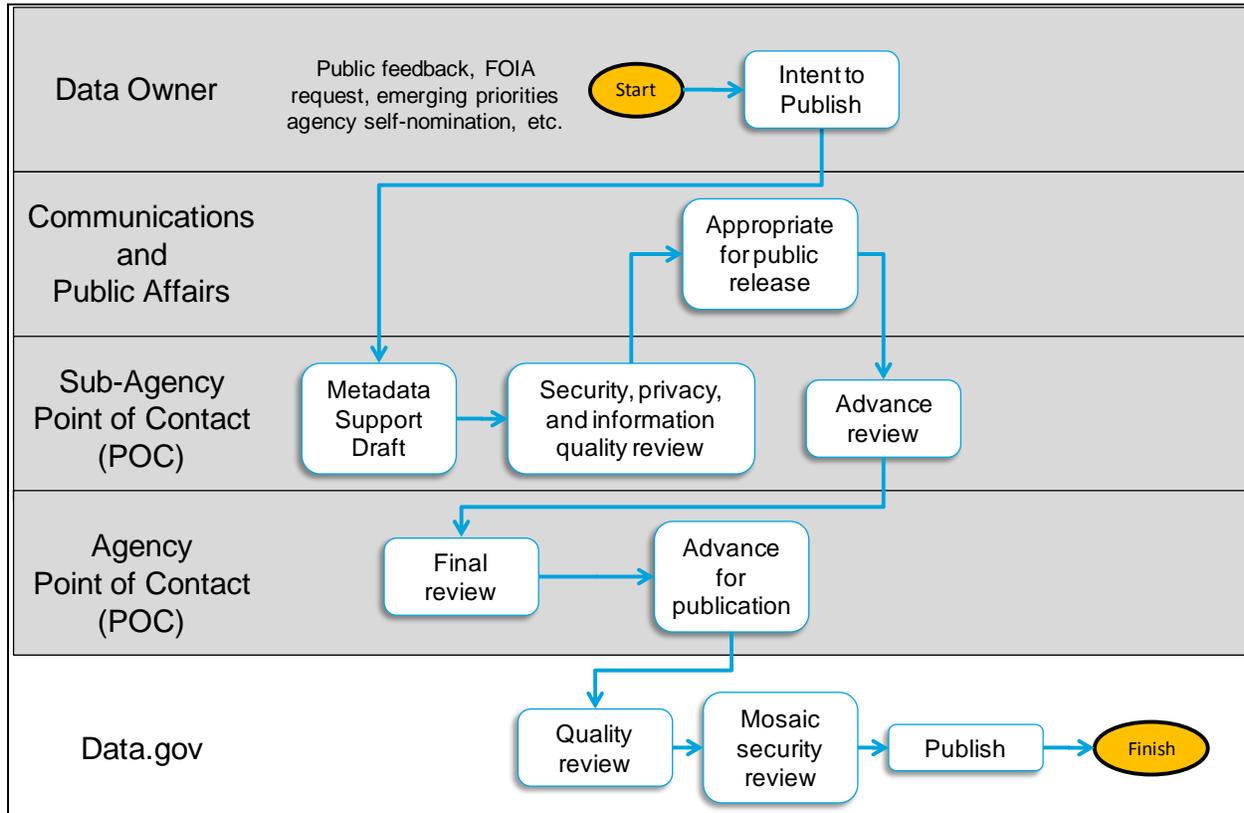
## 4.5 STRATEGIC ACTION PLAN FOR DATA TRANSPARENCY AND THE DOI DATA INVENTORY

### 4.5.1 Data Transparency

DOI is a proven leader in the area of data management and open government. From the CIO who serves as executive co-chair to the Government-wide Data.gov, to the program owners across the Department who see data publication as yet another way to demonstrate the value of the programs they lead, information is viewed as a critical asset. DOI has brought together its Department and Sub-agency Data.Gov Points of Contact (POC) into a tightly knit working group to address the challenges and opportunities associated with publishing datasets to Data.Gov. The group works hard to support DOI but always keeps an eye toward the broader applicability of their work to the Government-wide community. The Department POC and lead for the group is the DOI Chief Enterprise Architect who sees this practical side of information management as the next step in the evolution of data architecture. The DOI Data Releasability Working Group (DRWG) was brought together to assess the current data dissemination process and establish a standard, comprehensive framework that is consistent with the three Open Government Directive principles (participation, collaboration, and transparency) and ensures the coordination with key stakeholders to include mission leadership, sensitivity, privacy, quality, and suitability for release perspectives.

To identify and understand the relationships between different elements of the data releasability decision process, a detailed data releasability decision tree was created. This decision tree combines elements from the Federal Enterprise Architecture Data Reference Model and the Information Quality Act into a single view. This view was refined to produce a working version of the process for dataset review and publication that considers regulatory constraints, open government principles, process optimization practices and identifies areas of overlap between these components.

This decision tree model was adopted by the DRWG and used as the basis to create a standard and highly flexible work-flow driven approach for the identification, tracking, release and maintenance of high-value data (see Figure 21; full page version is in Appendix B). The Data Releasability Workflow (DRWF) model was also adopted by the DRWG as a best practice for identifying and releasing new information to the public via Data.gov for DOI.



**Figure 21: Overview of DOI's Data Releasability Workflow (DRWF) Model – Working Draft**

The GSA Data.gov Submission Checklist was modified to incorporate the DRWF model and provide a verifiable documentation record of the status of every proposed Data.gov dataset submission. The modification provides automation functionality to store checklist form data for future use.

The new data releasability framework may include performance metrics to measure the effectiveness (data quality, timeliness, magnitude of increase in publically available data), which may be used to identify improvement opportunities to the data dissemination process.

#### 4.5.2 Data Inventory

DOI has been a leader in publishing data to Data.Gov since its inception in May 2009. As of this plan's initial release, the Department Participation tab at Data.Gov shows that DOI has the second largest number of raw datasets available for download. DOI frequently leads the number of weekly downloads. Since the release of the Open Government Directive on December 8, 2009 DOI has published over 150 additional datasets to Data.Gov. DOI's high-value datasets include:

- **Federal Volunteer Opportunities.** This data set identifies a wide range of opportunities available for the American public to participate in the well-being of publicly owned natural resources.

[View at Data.gov](#)

- **Total Wildland Fires and Acres burned from 1960 through 2008.** This dataset includes the number of wildland fires and acres burned from 1960 through 2008 (updated annually). This dataset provides a historical context for the critical threat posed by wildland fire to many Americans across the country.

[View at Data.gov](#)

- **U.S. Government Recreation Sites and Facilities.** This dataset is a listing of U.S. Government recreation sites and facilities. This dataset provides descriptive information about America's federally managed natural resource recreation locations and opportunities. These resources constitute a national treasure for current and future generations.

[View at Data.gov](#)

- **Wild Horse and Burro.** This dataset includes non-summarized population counts of horses and burros located in Herd Management Areas controlled by DOI. This dataset describes herd populations of America's Wild Horse and Burro on Natural resources. This subject is of great interest by many conservationist, wildlife advocates, ranchers and the public officials who represent them. The wild horses and burro herds represent more than just a longstanding sensitive topic in natural resource management.

[View at Data.gov](#)

**Human Caused Fires and Acres.** This dataset includes the number of wildland fires and acres burned as a result of human causes, from 2001 through 2008 (updated annually). This dataset provides a historical context for the critical threat posed by wildland fire to many Americans across the country.

[View at Data.gov](#)

- **Lightening Caused Fires and Acres.** This dataset includes the number of wildland fires and acres burned as a result of lightning, from 2001 through 2008 (updated annually). This dataset allows for the identification of natural occurring lightening strikes and their contributions to the overall threat.

[View at Data.gov](#)

- **Prescribed Fires and Acres from 1998 to 2008 by Agency.** This dataset includes the number of prescribed fires and acres, from 1998 through 2008 (updated annually). This dataset provides a historical context for the critical threat posed by wildland fire to many Americans across the country. This dataset allows for the identification federal agency efforts to reduce public threat by proactively reducing fuel load in natural ecosystems.

[View at Data.gov](#)

Throughout the Summer of 2010 DOI will be piloting an automated tool to enhance discovery of and inventorying publicly available datasets for consideration of publishing through Data.Gov. This tool will identify potential data sets for consideration for publication in Data.Gov. The approach will streamline the inventory of datasets and help data owners, bureaus, and the Department better understand its public facing information management assets. DOI's data releasability workflow demonstrates the

important role data owners have in dataset publication and the role of other key parties in the review of information prior to release. This is not intended to inhibit open government but rather to minimize the risk of unintentional release of sensitive information. In support of DOI's flagship initiative, this approach will be used initially to help DOI inventory its climate change related data sources so the sources themselves can be catalogued, evaluated, described, and considered for entry into Data.Gov. The objectives of the data inventory approach inventory are to:

- Verify the quality of reported data for key indicators at selected sites in particular to promote the discoverability of the information from public search engines; and
- Identify candidate datasets for inclusion into a comprehensive catalog for use by Department employees, researchers, the public and other interested parties.

DOI is targeting completion of a pilot of the automated tool within one bureau by the end of May 2010, with expanded use for the whole Department by August 2010.

#### 4.6 FINANCIAL TRANSPARENCY

OMB has provided guidance for the development of a Data Quality framework for Federal Spending data. Federal spending data includes financial and associated performance and programmatic data disseminated to the public, including data currently reported in USASpending.gov.

DOI's plan will incorporate the three principles defined by OMB:

- **Transparency** – how Federal funds are spent;
- **Participation** – broad stakeholder interaction on establishing openness; and
- **Collaboration** – inclusive interaction to determine the most useful data.

The data quality plan consists of two sections including: Implementation of the quality framework and USASpending.gov data quality. The plan outlines the framework for data quality that will ensure an internal controls environment over the preparation and dissemination of financial data and organizational structure, policies, processes and systems to achieve:

- Effectiveness and efficiency of the operations producing and disseminating financial information;
- Reliability of the financial information reported; and
- Compliance with laws and regulations.

DOI's Data Quality plan will focus on the reliability of reported data, and ensure compliance with appropriate regulations. The key assertions that management will be making for federal spending data may ensure that reported data is correct and reported timely. Not all assertions will apply to all data sets and judgment is required to develop appropriate test plans. The assertions are defined as:

1. Existence (Validity): Only valid or authorized data is reported (i.e., no invalid data).
2. Occurrence (Cutoff): Data occurred during the reported period.
3. Completeness: Data sets contain all activity associated with the timeframe reported.

4. Presentation & Disclosure (Classification): The data set is presented in accordance with requirements or open government standards.
5. Reasonableness: results appear reasonable relative to other data or trends.

DOI may establish data quality activities employing a variety of data validation (control) activities such as:

- Segregation of Duties – separating authorization, custody, and record keeping roles to limit risk of fraud or error by one person;
- Authorization of information – review and approval by an appropriate person;
- Retention of records – maintaining documentation to substantiate transactions;
- Supervisory reviews – analysis of actual results versus organizational goals or plans, periodic and regular operational reviews, metrics, and other key performance indicators;
- Supervisory review and approvals – Management review of reports comparing actual performance versus plans, goals, and established objectives;
- Information Technology Security (general controls) – usage of passwords, access logs, etc. to ensure access restricted to authorized personnel; and
- IT application controls-A variety of control activities are used in information processing.

Examples include edit checks of data entered, accounting for transactions in numerical sequences, comparing file totals with control accounts, and controlling access to data, files and programs

These principles may be applied to financial information, and additional concepts may be formulated and applied to performance and programmatic data. Control Activities may be used to ensure that there is a high degree of data quality and reliability. A variety of actual activities to be assessed include: Proper Segregation of Duties, Application and general controls, and other activities deemed necessary.

A senior staff member reporting to the Assistant Secretary – Policy, Management and Budget, through the Deputy Assistant Secretary – Budget, Finance, Performance, and Acquisition, will be responsible for the Open Government Data Quality Plan and Program. This Data Quality Contact will coordinate the actions of the Team and support all aspects of the data quality program. The Contact will also serve on the Department’s Open Government Core Team. The Contact will:

- Be the contact for external entities including OMB, for the data quality program;
- Serve on the Open Government Core Team;
- Maintain the centralized policies, procedures, and records for data quality;
- Promote high quality data that can be released to the public;
- Provide guidance and staff support for data quality risk management, internal controls, reporting, and all other program aspects;
- Conduct an inventory of data sources for evaluation of data quality; and
- Provide advice to bureaus and offices in performing aspects of the data quality program.

DOI’s Data Quality Framework for Federal Spending is expected to be submitted to OMB on April 14, 2010.

## 4.7 FLAGSHIP INITIATIVE

### 4.7.1 Enhancing Information Management Capabilities in Support of Climate Change

Climate change is an issue of great importance to American citizens. The Federal Government produces vast stores of data and information surrounding the topic but finding, understanding, and using this information can be challenging for Federal workers, researchers, and the general public. Enhancing access to this information can improve understanding of the issues involved and substantially improve decision making by Government Agencies.

DOI manages nearly 500 million acres – 1/5 of the land mass in the United States. The impact of climate change can have a substantial effect on DOI's mission.

DOI's flagship initiative will be in the area of improving access to climate change information. This initiative will provide transparency into the information associated with climate change that is used to support resource management plans. DOI will seek the involvement of partner Agencies to identify solutions that work, not only for DOI's climate change interests, but those across the Federal space. The approaches used in identifying information and establishing standards may be leveraged for other cross-Governmental initiatives in the future. Public participation will be sought and prizes and challenges will be pursued to draw on the creativity and talent of the public in use of climate change information.

DOI's flagship initiative will identify, organize, publish, and promote the use of hard science and data associated with natural resources management. DOI will lead the development of a metadata standard for climate change data to improve the utility of climate change information. DOI will apply information discovery practices to help inventory and catalog the data sources to facilitate discovery, enhance understanding and promote use.

In order to achieve these goals, DOI's climate change information management enhancement initiative will address the following primary objectives:

- Development of a cross-government metadata standard for climate change data to facilitate identification, understanding and usage (*collaboration*);
- Identification and inventory of existing DOI sources of climate change data, information, and expertise (*collaboration*);
- Collection of key dataset metadata into the federal government's, government wide catalog (data.gov);
- Development of sub-catalog to leverage climate specific metadata elements; and
- Development of visualization elements to promote understanding of climate change related data.

### Implementation Plan

DOI is a committed leader in the area of climate change. The Secretary of the Interior has chartered a number of activities in support of climate change. The climate change flagship initiative will begin in early April 2010 and continue through December.



### Notional Timeline of Events

- **April/May:** Dataset/Information Proof of Concept;
- **April/May:** Core Metadata Standard with extensible capabilities;
- **May/June:** Dataset/Information evaluation;
- **May/June:** Facilitate Metadata extensible elements version 1.0;
- **May/June:** Prizes Challenge Proposals for Climate Change Data;
- **June/September:** Dataset cataloging; and
- **April/Aug:** Prizes and challenges to highlight innovative uses of climate change data.

### 4.7.2 Open Government Alignment

**DOI's Climate Change information management project will support the core principles of open government in the following ways:**

#### Transparency

This initiative will enhance transparency by improving access to information. Access to public climate change information will improve understanding of the impacts of climate change. Opportunities to share ideas and insights will enhance public confidence in DOI's work related to climate change and impacts on natural resource management.

#### Participation

This initiative will provide improved capabilities for public comment and utilization of DOI's climate change data by using an ideation tool that allows for public ranking and comment on ideas relative to climate change information. Online public dialogs will be provided to promote public interaction and feedback to Government data owners. Additional public participation will occur through prizes and challenges to develop applications utilizing climate change data.

#### Collaboration

Established cross-government climate change metadata standards and increased opportunities for collaboration are primary objectives of this initiative. Accomplishing this objective will require close coordination with other Federal Agencies pursuing climate change information management efforts. Additionally, through work with the Secretary's priority of Landscape Conservation Cooperatives, this project will collaborate with numerous organizations outside the Federal Government, including other universities, not for profit organizations, and citizens.

#### Measuring Results

This initiative will be measured in a variety of ways, including:

- Successful development of a cross-government metadata standard for climate change data;
- Identification and inventory of existing DOI sources of climate change data, information, and expertise. As part of the identification of governmental climate change information, DOI will

assist other agencies with use an audit tool to identify and characterize already public data assets in a useful manner. It would scan through Federal domains and formulate an index of potential datasets and build reports to deliver to agencies;

- Collection of metadata into Government-wide catalog (Data.Gov);
- Development of sub-catalog to leverage climate specific metadata elements;
- Number of public ideas received;
- Number of entrants received from prizes/challenges; and
- Number of downloads of climate change related datasets.

### **Prizes and Challenges**

In accordance with the March 8, 2010 memo regarding “Guidance on the Use of Challenges and Prizes to Promote Open Government,” DOI’s flagship initiative intends to use prizes and challenges in order to increase participation and collaboration while reaching the Department’s goals. Once selected datasets are published to the catalog, challenges or prizes may be pursued to promote innovative uses of data. Public use of this data will promote the availability of climate change data and may provide insights into previously not considered uses of the data.

The initiative will work closely with climate change scientists and resource managers to identify areas of interest that may help promote increased use and understanding of information. Information may be combined with other information through “mash-ups” that show correlations not previously considered.

Prizes and challenges would follow all applicable rules and regulations but would be as broadly accessible as permissible within those constraints.

Directions on ways to compete, judging criteria, prizes, and other remaining details will be further defined as part of this initiative.

## 5 APPENDIX A

DOI Open Government Communications Plan (see next page)





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# Department of the Interior

## Open Government

### Communications Plan

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**April 7, 2010**

**Version 1.0**



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## 1 EXECUTIVE SUMMARY

The U.S. Department of the Interior (DOI) Open Government (OG) Communications Plan (the “OG Communications Plan”) provides the DOI Open Government Plan Core Team (Core Team) with themes, key messages, strategies, and proposed tactics to communicate consistent messages about Interior’s Open Government Plan to internal and external stakeholders. The OG Communications Plan defines a roadmap for the DOI Open Government Core Team to follow in enhancing Department-wide awareness, understanding, education, buy-in, and implementation of the Open Government Plan.

The Core Team will implement communications activities with their stakeholders and target audiences and will continue to address opportunities to enhance these communications through more comprehensive tactics as outlined in the implementation plan.

## 2 INTRODUCTION

Effective communications and outreach for a complex subject such as Open Government is paramount to the effort’s success. The distributed and autonomous nature of DOI’s Offices and bureaus complicates this situation even further. As a result, it is imperative that a communications plan is established that is relative and tailored to the audience at hand.

### 2.1 BACKGROUND

On December, 8, 2009, the Office of Management and Budget (OMB) released the Open Government Directive, requiring Agencies to develop an Open Government plan within 120 days. Under the leadership of Deputy Assistant Secretary Andrew Jackson, DOI formed a cross-Department, multidisciplinary team to address this directive.

### 2.2 ABOUT THE DOCUMENT

The purpose of the OG Communications Plan is to provide an overall framework for managing and coordinating communications that take place as part of the Open Government Plan. The OG Communications Plan helps achieve proactive and targeted delivery of messages, and engagement of key stakeholders at the right time, in the right manner, with the right message. It also provides the Core Team with key messages, strategies, and tactics to communicate consistent messages about open government at DOI to target audiences that keep them informed of open government activities throughout the fiscal year. The plan is a roadmap for the for enhancing Department-wide awareness, education, understanding and buy-in of open government while facilitating adherence to requirements set forth by the OMB.

The OG Communications Plan:

- Serves as a framework for all Open Government communication activities
- Assists with the carefully planned implementation of the open government communications strategy
- Educates stakeholders about their roles in implementing the Plan
- Stimulates engagement and planning to ensure the optimal use of limited resources

The plan is divided into two sections and six sub-sections – the communications strategy and the communications implementation plan being the two main sections of the document. The communications strategy identifies the communications goals and objectives, analyzes the stakeholders and details the key themes and messages for the open government. On the other hand, the communications implementation plan includes the tactical communication vehicles, the timeline for implementation and the process for measuring the effectiveness of the Plan.

- **Communications Strategy:** Explains the specific approach to developing the Plan and the intent of the communications function within open government.
  - **Communications Goals and Objectives:** Identifies the goals that the Plan hopes to achieve.
  - **Stakeholders and Target Audiences:** Identifies the primary and secondary audiences targeted by the Open Government communications effort.
  - **Theme, Strategies and Key Messages:** Defines the overarching communications theme and supporting strategies and key messages of the Open Government communications effort.
- **Communications Implementation Plan:** Details how the communications strategy will be implemented.
  - **Tactical Communications Vehicles:** Identifies the specific methods and mechanisms through which the core and supporting key messages will be delivered to the target audiences.
  - **Timeline of Tactical Implementation:** Details the expected length and target dates for each communication vehicle.
  - **Communication Metrics:** Defines the means by which the Open Government communications effort will be measured for effectiveness and viability.

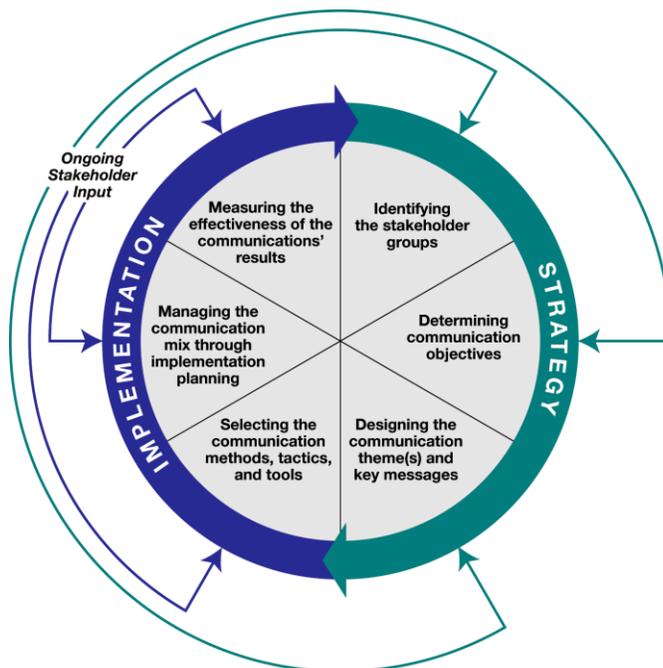
The OG Communications Plan is a living document that guides the Department in developing and implementing communications initiatives and products to provide stakeholders with accurate and timely information about open government. The tactical implementation plan includes a suite of options and opportunities that can be further refined and modified base on strategic, staffing and resource considerations.

## 3 COMMUNICATIONS STRATEGY

### 3.1 METHODOLOGY

Developing an effective communications plan involves a comprehensive review of the program’s goals, plans and existing activities to craft a comprehensive communications approach. Planning communication efforts in a strategic manner also provides a model for future efforts to follow that will provide consistently proactive communications.

Best practices in communications methodology include a six step approach in developing an effective communication program. This methodology is particularly tailored to integrating communications with program change and implementation. The first three steps focus on strategy and the last three steps focus on implementation.



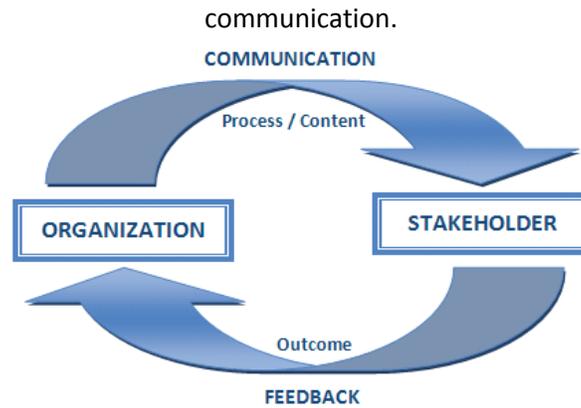
#### Steps in developing a Communications Plan

1. Identifying the stakeholder groups
2. Determining communication objectives
3. Designing the communication theme(s) and key messages
4. Selecting the communication methods, tactics and tools
5. Managing the communication mix through implementation planning
6. Measuring the effectiveness of the communications’ results

As noted, strategy and implementation are closely interlinked sustainable process that meets the needs of each stakeholder garner buy-in as a result of the communications effort.

#### Communications Loop – Two-Way Dialogue

Communications must be an interactive dialogue between the Core Team and its stakeholders. Not only must we ask “How can we reach our stakeholders?” but, also, “How can our stakeholders reach us?” Thus, an effective communications plan must have two-way dialogue. The OG Communications Plan creates a culture for collaboration and dialogue through this type of continuous stakeholder



### 3.2 COMMUNICATIONS GOALS, OBJECTIVES, AND MEASURES

An effective communications strategy is developed with clear and specific goals and objectives that establish the foundation for prioritizing, implementing and evaluating communication activities. The communications goals and objectives, identified in Table 1, are linked to the Open Government Strategic Goals set forth in the DOI Open Government Plan. These goals will continue to be evaluated to assess their progress and relevancy based on changes to the strategic program goals and focus areas over time.

**Table 3. Communications Goals, Objectives, and Measures**

Open Government Value Proposition	
1	Increase DOI’s ability to meet its mission more effectively and efficiently by transparently engaging stakeholders in decision making
Communications Goals and Objectives	
1	Educate internal DOI target audiences to be receptive to the fundamental concepts of OG
2	Create internal awareness of DOI’s OG efforts
3	Foster an understanding of what OG is within the DOI context
4	Educate internal target audiences on the meaning and importance of OG
6	Share DOI’s success stories with our external target audiences
7	Share communications and best practices with the bureaus
8	Encourage increased collaboration with key internal and external stakeholders
Measuring Success of Communications Efforts	
1	Increase in Bureau adoption of OG goals and objectives into mission statements
2	Increase in communication from Executive Leadership on OG efforts
3	Number of employees actively involved in OG efforts
4	Positive employee perception of value of OG efforts
5	Increased use of new DOI Intranet for collaboration and knowledge management
6	Creation of Bureau-level Open Government Plans
7	Number of briefings to Executive Leadership and Bureau Leadership

### 3.3 COMMUNICATION CHALLENGES AND RECOMMENDATIONS

Communications are paramount to any successful program. Table 2 provides a discussion of key challenges and recommended solutions that will be addressed by this communications plan.

**Table 4. Communications Challenges and Recommendations**

Challenges	Recommended Outreach Solutions	How Solution Address Challenges
<b>Challenge 1: Gaining Buy-In and Support</b>		
Limited communications efforts to date; those that have occurred have been ad-hoc and as needed	Follow OG Communications Plan to allow for capturing of information in a more organized manner	Structure will allow communications to be more organized and ensure that key stakeholders are engaged and informed
Gaining support and encouragement of managers and leaders within the business units to ensure success	<p>Target communications to senior leaders to obtain their buy-in and support; involve them in the process</p> <p>Provide talking points and other collateral, linked to milestones, that explain open government and anticipated outcomes</p>	<p>Creates buy-in</p> <p>Ensures that leaders, who have stature and established relationships, have the information and tools available to conduct outreach to directly-affected personnel</p> <p>Ensures that leaders are speaking with “one voice” about the program at regular intervals</p>
Lack of understanding about open government; what it is, what it does, and the benefits to DOI and its bureaus	Consistent and frequent interaction and outreach, maximize opportunities to communicate to the workforce	Builds greater level of awareness and understanding throughout the workforce of the initiative and its intended impact
Ensuring the workforce, especially the business owners, feel like they are part of the open government process	Establish frequent outreach with various workforce groups, engage each group in a two-way dialogue regarding the initiative, adapt message and delivery in response to feedback and train champions of change in each component	Each group recognizes their input and participation is important and valued, which increases buy-in to the initiative
<b>Challenge 2: Finding Information</b>		
A lot of the information regarding open government is not shared amongst	Develop a collaboration site/tool for stakeholders	Builds greater level of awareness and understanding by everyone

Challenges	Recommended Outreach Solutions	How Solution Address Challenges
stakeholders	Encourage collaboration amongst stakeholder groups	knowing what is going on
Stakeholders do not know where to find the most recent information and are having issues finding information regarding current activities (especially blueprints)	<p>Be sure that all posted information is up to date and current</p> <p>Include important information in numerous vehicles to ensure widest dissemination</p> <p>Reorganize the internet/intranet to facilitate finding information</p>	<p>This will make it easier for people to find what they are looking for</p> <p>Stakeholders will be able to logically find what they are looking for very quickly</p>
<b>Challenge 3: Multiple High Profile Initiatives at DOI</b>		
Open government is only one of several major initiatives currently underway at DOI. Need to clarify relationship of open government to other programs/initiatives	<p>Be careful to form messages that can be distinguished from other IT initiatives</p> <p>Need to show how open government integrates with other initiatives</p>	Distinguishes and clarifies open government from other CIO-driven projects
<b>Challenge 4: Addressing Range of Stakeholders</b>		
There are no formal approaches for reaching segmented audience groups	Determine optimal outreach vehicles tailored for each key stakeholder group, working closely with the Core Team through a focused communications strategy/plan	Allows segmented information to reach intended audiences at appropriate times
Numerous stakeholder groups with differing information needs	<p>Maximize opportunities to gather information about audience needs and expectations by leveraging data collection related to initiative</p> <p>Segment audiences as part of strategy, and design key messages and outreach materials to meet specific stakeholder needs</p>	Each stakeholder group receives information and materials that address their needs and meet their expectations

### 3.4 COMMUNICATION PHASES

A communications strategy defines a roadmap to help enhance Department-wide awareness, education, understanding, and buy-in of OG. It is also designed to address key issues while avoiding overwhelming key audiences. These target audiences often receive open government information in what could be considered excessive amounts without possessing an underlying understanding of OG fundamentals. This causes the target audience to become disengaged and mentally closed to receiving information about OG.

The timing of information dissemination is as important as determining what information is delivered and is pivotal to the success of the OG communications effort. For this reason, it is imperative that this effort deliver all approaches, messages, and tactics in phases as follows:



#### Phase I – Awareness

Initiating basic references to OG is critical in priming the target audiences to be receptive to the merits of OG.

Phase I lays the foundation for a wide audience of DOI stakeholders by employing approaches that are high level in nature and geared entirely to making the audience aware of the OG benefits. This campaign lends itself to certain actions that evoke positive associations with OG concepts.

#### Phase II – Education

Once the target audiences have a conscious awareness of OG, they are engaged, interested, and curious, and ready to receive more substantial information regarding OG fundamentals. It is during this phase of the Plan that educational information can be optimized.

#### Phase III – Understanding

Once general understanding is reached, the OG Team is in a position to 1) introduce more sophisticated concepts, 2) reach out to influential key stakeholders in order to advance the Core Team’s agenda, and 3) identify new opportunities for advancing the overall reach of OG throughout the Department.

#### Phase IV – Buy-in

It is during Phase IV that the OG communications effort will reach its full potential. At the completion of this phase, target audiences will have received appropriate messages and will obtain information on a consistent basis as outlined in the implementation portion of the Plan. Key stakeholders will be aware and knowledgeable of OG concepts. They will also provide feedback to the program in order to improve communications and clarify guidance.

### 3.5 STAKEHOLDERS AND TARGET AUDIENCES

Identifying stakeholder groups most affected by OG is a necessary first step to effectively define and deliver key messages. Understanding the full impact of OG on each stakeholder group enables the Core Team to better accommodate different communication needs and helps generate awareness and understanding.

#### 3.5.1 Stakeholder Approach

Both managing and meeting stakeholder expectations are critical to the Open Government Plan. It is a function of the OG communications strategy to make certain that OG stakeholders are identified, informed, and managed to ensure successful implementation of the program.

**Table 5. Primary Stakeholders**

	Primary Target Audience
<b>External Organizations</b>	<ul style="list-style-type: none"> <li>• Other Fed Agencies</li> <li>• State Agencies</li> <li>• Foreign Governments</li> <li>• Industry Associations</li> </ul>
<b>External Oversight</b>	<ul style="list-style-type: none"> <li>• OMB</li> <li>• Special Interest Groups</li> </ul>
<b>DOI Executives</b>	<ul style="list-style-type: none"> <li>• Secretary</li> <li>• Assistant Secretaries</li> <li>• Deputy Assistant Secretaries</li> <li>• Bureau Directors</li> </ul>
<b>Internal Organizations</b>	<ul style="list-style-type: none"> <li>• Office of the Chief Information Officer</li> <li>• Office of Communications</li> <li>• Human Resources</li> <li>• Office of the Solicitor</li> <li>• bureaus</li> </ul>
<b>Citizens</b>	<ul style="list-style-type: none"> <li>• DOI and Bureau Employees</li> </ul>

### 3.6 COMMUNICATION STRATEGIES

Clear and consistent messaging is vital to the success of any communications strategy, regardless of the complexity of the information being disseminated or of the scope of the initiative undertaken. To leave a lasting and resonating effect and ensure overall success, overarching themes and associated messages, which will be delivered to various stakeholders, need to be determined first. Concise strategies and key messages form the basis for all content communicated to stakeholders.

Communication strategies, channels and tactical vehicles work together to achieve the overall communications strategy. Each vehicle ensures forward momentum towards our outcome of increased awareness, education, understanding and buy-in.

It is imperative that all communication efforts are tied to specific strategies that relate to the communications goals and objectives. All key messages and communication vehicles are linked to one of the four communication strategies identified in Table 5. These strategies are associated with the information requirements identified in the stakeholder analysis and they form the basis for the development of key messages and identification of tactical communication vehicles. The matrix showing stakeholder groups and associated strategies is outlined in Appendix C.

**Table 6. Communication Strategies**



Communication Strategies	Description
<b>Education</b>	This strategy is focused on using communications to educate the stakeholder, creating an awareness of open government and DOI’s open government efforts. The goal of this strategy is also to inform stakeholders on current activities and value of open government.
<b>Marketing</b>	This strategy is focused on using communications to create buy-in or promote open government to external stakeholders and to internal stakeholders who are not as engaged as we would like. The marketing strategy is primarily focused on outreach.
<b>Collaboration</b>	This strategy is focused on using communications to share best practices and to partner with the business community on how to address their business problems.
<b>Reporting</b>	This strategy is focused on using communications to report on current program metrics, initiatives and successes as required by OMB and other leadership stakeholders.

By creating an overarching communications structure with four specific communication strategies, the Core Team has a clear approach to:

- Collect and distribute information in an effective manner;
- Focus resources on implementing near-term actions;
- Coordinate and establish a familiar communications platform that can be built upon as the program grows;

- And, support program goals and address communications with an ever-increasing set of stakeholders.

### 3.7 KEY MESSAGES

Key messages are developed in order to enhance understanding and buy-in of the IEA program and the underlying communications theme. These messages should be promulgated through specific communication channels and vehicles towards each individual stakeholder group. Communications with stakeholders should be customized based on their needs and interests as well as their preferred method for receiving information. Targeted messages may be used either verbally or in communication products for each stakeholder group. By carefully tailoring messages to suit stakeholder needs, DOI communication efforts are more likely to resonate and produce their intended result. Table 6 articulates the key messages of the open government communication efforts. In addition, each message can be tailored to each stakeholder group. The messages listed below are not all-encompassing, but rather provide a general idea of what messages will most appeal to stakeholders in each strategy.

**Table 7. Key Messages**

Key Messages – Core Messages
<ul style="list-style-type: none"> <li>• Beyond compliance, DOI’s Open Government Plan will deliver value to DOI</li> <li>• DOI’s Open Government Plan can empower employees to better communicate with the public and help enable mission performance</li> <li>• By encouraging increased citizen participation, Open Government can allow the Department to focus our efforts on what’s important to the citizens</li> <li>• Our Open Government Plan can build a bridge for trust between the Department and the citizens</li> <li>• Open Government enables us to show the value DOI provides to the public</li> <li>• Open Government is a complex process with many touch points</li> <li>• Open Government can create better relationships between government and citizens</li> <li>• Open Government enables DOI to understand citizens’ demand for services more clearly and be more responsive to their needs</li> <li>• Open Government increases the rate of innovation by leveraging public knowledge</li> <li>• Open Government increases DOI’s ability to meet its mission more effectively and efficiently by transparently engaging the public in decision making</li> <li>• The development of Open Government Programs can produce significant cost avoidance and mission benefits</li> <li>• DOI Formed a Cross-Departmental Multidisciplinary Team to address the Open Government Plan</li> <li>• Open Government is about more than just standing up new tools, success requires a holistic view (culture, policy, technology)</li> </ul>

## 4 COMMUNICATIONS IMPLEMENTATION PLAN

Communication methods, tools, and tactics will clearly and accurately present information about open government benefits. Communication methods can be both “push”, or information dissemination, and “pull”, or stakeholder involvement or input. Effective communications incorporates information given to stakeholders in order to increase awareness and provides a way to capture, manage and respond to

incoming dialogue from stakeholders. Both types of activities are essential in order to effectively reach the appropriate target stakeholders.

All communication tools are strategic, targeted and measured in order to effectively deliver the information to the appropriate stakeholders. Communications are written and designed to appeal to a specific audience, using the key messages previously outlined in the previous section, and will include measurement and feedback tools to gauge stakeholder involvement.

## 4.1 COMMUNICATION CHANNELS

The OG Communications Plan leverages three communication channels – web, print, and branding. As detailed in Table 7, each channel has identified tactical communication vehicles that will be developed to communicate with stakeholders.

## 4.2 NOTIONAL COMMUNICATION VEHICLES

Tactical communication vehicles are the specific actions taken to achieve the goals of the communications effort based on the overlying campaign approach. Each communication vehicle is related to communication channels. Ideally, a multi-faceted, layered approach utilizing a range of tactics over a specified period of time is most effective.

Table 7 outlines the tactical communications vehicles that may be used to communicate program messages to and from the stakeholder audiences.

**Table 8. Notional Communication Vehicles**

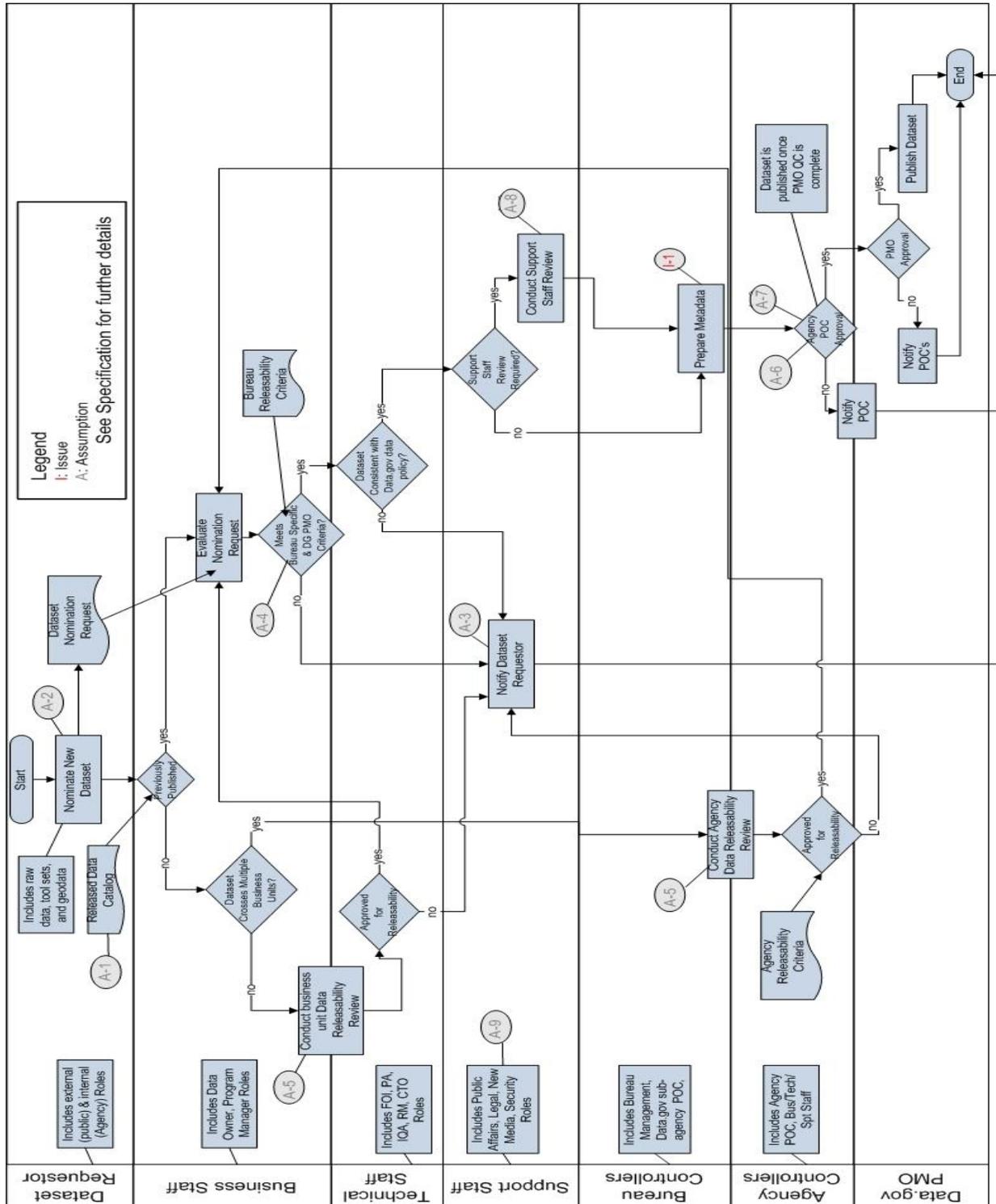
Communication Vehicle	Description	Strategy	Audience	Frequency/Timing
<b>WEB</b>				
Online Calendar	An online calendar of events posted to the internet site. This will be updated on a weekly basis and will include meetings, speaking engagements, conferences and other events. This will be promoted on the DOI Intranet	<ul style="list-style-type: none"> <li>• Education</li> <li>• Collaboration</li> <li>•</li> </ul>	Internal	Update weekly – launched on website within 3 months of plan's release
Feedback Mailbox	A general open government mailbox will be created and monitored on a regular basis. This email address will be given out on all products and linked from the internet and intranet sites. The purpose will be to allow stakeholders to contact the Core Team and provide feedback.	<ul style="list-style-type: none"> <li>• Education</li> <li>• Marketing</li> <li>• Collaboration</li> <li>• Reporting</li> </ul>	All	Checked weekly – already available

Communication Vehicle	Description	Strategy	Audience	Frequency/Timing
Open Government Internet Site	A new internet site was developed to be easier for stakeholders to find the information that they need. The site is targeted to both internal and external users.	<ul style="list-style-type: none"> <li>• Education</li> <li>• Marketing</li> <li>• Collaboration</li> <li>• Reporting</li> </ul>	All	Already available
Collaboration Workspace (SharePoint)	A collaboration workspace will be developed as an area for the core team and other interested parties to find out the most current, up-to-date information about DOI's Open Government efforts .	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Education</li> </ul>	Internal	Already available
<b>PRINT</b>				
Quarterly Open Government Newsletter	The quarterly newsletter will be a 4-5 page newsletter that will be used as an outreach/marketing tool. This will be promoted on the DOI Intranet	<ul style="list-style-type: none"> <li>• Education</li> <li>• Marketing</li> </ul>	All	Quarterly
Outreach Card – 3x5	A 3x5 outreach card will be developed to hand out at events, conferences and speaking engagements. It will include a few key messages, as well as Open Government contact information.	<ul style="list-style-type: none"> <li>• Marketing</li> </ul>	All	As needed
Slick Sheets for Folder	Layered slick sheets will be developed for inclusion in an outreach folder. The slick sheets will be tailored with different topics.	<ul style="list-style-type: none"> <li>• Education</li> <li>• Marketing</li> </ul>	All	
Open Government Poster	Outreach posters will be developed and printed to hang in the OCIO hallway and/or at the bureaus. The purpose will be to educate staff on Open Government	<ul style="list-style-type: none"> <li>• Education</li> <li>• Marketing</li> </ul>	Internal	
Media Kit for bureaus	The media kit will include information to help the Core Team educate their stakeholders on DOI's Open Gov Efforts and market Open Government to their internal customers.	<ul style="list-style-type: none"> <li>• Education</li> <li>• Marketing</li> </ul>	Bureau Stakeholders	
<b>BRANDING</b>				
PowerPoint Template		<ul style="list-style-type: none"> <li>• Marketing</li> </ul>	Internal	Already available

Communication Vehicle	Description	Strategy	Audience	Frequency/Timing
Promotional Materials	Promotional materials will serve as a “leave behind” with open government contact information for stakeholder reference. The materials will be available at conferences, speaking engagements, trainings, and meetings.	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	All	
<b>OTHER</b>				
Leadership talking points	Leadership support is a key to success within the Department. Leadership talking points will be developed based on key messages and will arm DOI leadership so they can speak eloquently about open government and the value it can bring to DOI.	<ul style="list-style-type: none"> <li>Education</li> </ul>	Internal	As needed
Presentations for various conferences, sessions and events	Presentations will be developed for various conferences, speaking engagements, and other events. These presentations will be archived in the portal.	<ul style="list-style-type: none"> <li>Education</li> <li>Marketing</li> </ul>	All	As needed
Articles for publications and success stories	Articles on open government will be written to share success stories, case studies, and other program activities. These will also be highlighted on the DOI Intranet.	<ul style="list-style-type: none"> <li>Education</li> <li>Marketing</li> <li>Collaboration</li> <li>Reporting</li> </ul>	All	As needed

# 6 APPENDIX B

## DOI's Data Releasability Workflow Model – Working Draft



## 7 APPENDIX C

### OMB Open Government Directive Requirements Mapping to Plan Sections

Section	Description	Plan section
1	Formulating the Plan	3
2	Publishing the Plan	3
a	Transparency	
a.i	Strategic action plan for transparency	5.1.1; .5.1; 5.6
a.i.1	Inventory of high value data sets for download	5.5.2
a.i.2	Foster public's use of this information	5.3.1;5.3.2; 5.4.1; 5.4.2
a.i.3	Identify high value information not previously been released	5.5.2
a.ii	Plan for timely publication of data	5.5.1
a.iii	Complying with transparency initiative guidance	5.5.1
a.iv	Inform the public of significant actions and business of your agency	5.3.1
a.v	Records management requirements	5.1.2
a.vi	FOIA	
a.vi.1	FOIA: description of your staffing	5.1.3
a.vi.2	FOIA: assessment of your agency's capacity	5.2.2
a.vi.3	FOIA: backlog and plans to reduce backlog	5.1.3
a.vii	Congressional requests for information	5.1.4
a.viii	Declassification programs	5.1.5
b	Participation	
b.i	Links to participatory websites	5.1.4;5.3.1; 5.4.1; 5.1.6
b.ii	Plans for feedback and innovative tools	5.4.2;
c	Collaboration	
c.i	Technology platforms	5.3.1;5.4.3; 5.4.4; 5.5.2
c.ii	Links to collaborative websites and tools	5.4.3;5.2.6; 5.1.7
c.iii	Plan for innovative methods	5.4; 5.4.2; 5.4.4
d	Flagship Initiative	
d.i	Overview of initiative	5.7
d.ii	Plan for engaging public	5.7

Section	Description	Plan section
d.iii	External partners for initiative (if appropriate)	5.7
d.iv	Plan for improved transparency, participation, and collaboration	5.7
d.v	Plan for sustainability	5.7
e	Public and agency involvement	5.7

### OMB Open Government "Leading Practices" Mapping to Plan Sections

Section	Description	Plan section
<b>1</b>	<b>Leadership, Governance, and Culture Change</b>	
1.a	Employee engagement/culture change	3.3.2
1.b	Sustainable Open Government governance structure	3.3.1
1.c	Alignment with strategic goals	5.1.1
1.e	Cross-agency transferability	5.5
<b>2</b>	<b>Transparency</b>	
2.a	Ongoing data prioritization and release process	5.5.1; 5.5.2
2.b	Truly new, high-value data sets and information holdings	5.1.1
2.c	Cross-agency data release	5.7
2.d	Monitoring, stimulation and incorporation of innovative uses of data	5.4.2; 5.7
<b>3</b>	<b>Participation and Collaboration</b>	
3.a	Creation of multiple participation channels based on feedback sought	3.2.3;5.3.1; 5.3.2
3.b	Impact of participation	5.4.1
3.d	Ongoing public participation	5.1.2;5.4.1; 5.4.2
<b>4</b>	<b>Flagship Initiative</b>	
4.a	Specifically furthers one or more of the agency's primary strategic goals	5.7
4.b	Performance measurement	5.7.1
4.c	Cross-agency benefit	5.7.1

## 8 APPENDIX D

### List of Acronyms

Acronym	Definition
ADA	Americans with Disabilities Act
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BOR	Bureau of Reclamation
CFO	Chief Financial Officer
CIO	Chief Information Officer
CUI	Controlled Unclassified Information
DIAR	Department of the Interior Acquisition Regulation
DOI	Department of the Interior
DQA	Data Quality Audit Tool
DRWF	Data Releasability Work Flow
DRWG	Data Releasability Working Group
FAR	Federal Acquisition Regulation
FGDC	Federal Geographic Data Committee
FISMA	Federal Information Security Act
FOIA	Freedom of Information Act
FWS	Fish and Wildlife Service
HR	Human Resources
MMS	Minerals Management Service
NARA	National Archives and Records Administration
NIFC	National Interagency Fire Center

Acronym	Definition
NIST	National Institute of Standards and Technology
NPS	National Parks Service
OCIO	Office of the Chief Information Officer
OCO	Office of Communications
OIRM	Office of Information and Resource Management
OMB	Office of Management and Budget
OS	Office of the Secretary
OSM	Office of Surface Mining
PA	Public Affairs
PIA	Privacy Impact Assessment
PII	Personally Identifiable Information
PMB	Policy, Management & Budget
PRA	Paperwork Reduction Act
SOL	Office of the Solicitor
SORN	System of Records Notice
TOS	Terms of Service
TOU	Terms of Use
USGS	United States Geological Survey
WSWC	Western States Water Council

## 9 APPENDIX E

### List of DOI Open Government Core Team Members

Bureau/Office	Name	Subject Matter Expertise
OS	Jim Rolfes	Coordinator
OS	Chip DiMuzio	Acquisition
OS	Daniel Fletcher	Finance
BLM	Tom Boyd	Finance
OS	Alex Mallus	FOIA
OS	Rosemary Melendy	FOIA
OS	Ed Keable	Legal
BIA	Eufrona O'Neill	Legal
OHTA	John McClanahan	Legal
OS	Katelyn Sabochik	New Media
OS	Larry Gillick	New Media
BLM	Paulette Sanford	Technology
NPS	Sue Hawkins	Technology
BOR	Jim Nagode	Technology
OS	Sonny Bhagowalia	Technology
BOR	Gary Palmeter	Technology
OS	Tim Quinn	Technology
USGS	Karen Klima	Technology
MMS	Ty Hughes	Web
USGS	Karen Wood	Web