

United States Department of Agriculture Open Government Plan Version 3.0

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Change Log

Version	Date	Comments
Version 1.0	4/7/2010	Initial Release
Version 1.1	6/25/2010	The plan includes updates based on public comments on the plan, self-evaluation, and independent plan assessment. This includes details on congressional requests, declassification management, open standards, dataset calendar, program task schedule and additional editorial updates. Key sections updated include: Addition of New Sections 2.7,6.4, 6.5 Updates to Sections 2.0, 3.0, 6.0, 8.0 Addition of New Appendices C, D
Version 2.0	4/9/2012	Major Revision. Version 2.0 extends Version 1.1 from FY 2012 through FY 2014. The OGP v2.0 replaces the introductory narrative sections in OGP v1.1 with new narrative sections on: What We Learned (1.0); Current OpenGov Culture at USDA (2.0); and OGP 2.0 New Initiatives (3.0). Appendix A: USDA Open Government Program Schedule includes major revisions that show current progress status on work begun in OGP v1.1, and adds significant milestones for new work planned in OGP v2.0.
Version 3.0	6/2/2014	Major Revision. Departs substantially from Plans 1.0 through 2.0. The OGP v 3.0 follows the structure and substance as outlined in White House/OSTP guidance referenced by memorandum (Feb. 24, 2014) and supplemental guidance. Appendix A: USDA Open Government Program Schedule (OGP v2.0 Close) provides final status to all preceding Open Government implementation milestones as seen in Plans 1.0, 1.1 and 2.0. USDA will create a new program schedule and report progress on Plan 3.0 milestones with the first requested progress report.

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Introduction

This USDA Open Government Plan 3.0 Update (2014) is the fourth iteration of *Open* planning at the Department. It is preceded by *Open* Plans 1.0 (2010), 1.1 (2010), and 2.0 (2012). Plan 3.0 represents a marked departure from its predecessors; in that Plans 1.0 and 1.1 are primarily foundational in nature and focus on establishing and launching basic *Open* structures and procedures, while Plan 2.0 emphasizes the promotion of new *Open* media and *Open* cultural changes. After four short years, in which the Department has quickly and energetically embraced *Open* as an organizational ethos, Plan 3.0 reports wide ranging recent successes and announces progressive future objectives in practicing *Open* as a business norm and accepting *Open* as a strategic organizational value.

As such, Plan 3.0 is a complete re-write of its original predecessors. Its implementation represents a quantum step forward in the maturity level of the Open Government life-cycle as envisioned by USDA. We, therefore, are making a clean break with the developmental past of the earlier plans and moving forward boldly at a higher order of *Openness*.

In order to maintain an orderly transition, Plan 3.0 includes from previous plans an **Appendix A: USDA Open Government Program Schedule (OGP v2.0 Close).** This progress tracking table accounts for all the *Open* major objectives and detailed tasks undertaken by USDA since the inception of Plan 1.0. Of the total 125 tasks planned during the four years since 2010, only two were *Not Started*, and five tasks are still *In Progress (Moved to Plan 3.0)*. All of the remaining 118 legacy tasks were either *Completed* or are now part of *Ongoing* operations.

USDA Open Government Plan 3.0 begins with a description of **New and Expanded Initiatives**, including observations on Open Data, Proactive Disclosures, Privacy, Whistleblower Protections, and Websites. Plan 3.0 follows with an explanation of **Ongoing Initiatives**, which include progress on legacy Transparency Initiatives, Public Notice, Records Management, FOIA, Declassification, Participation and Collaboration. This document ends with an account of the **USDA Flagship Initiative** – 2014 Farm Bill Implementation.

1. New and Expanded Initiatives

From its very beginnings in 2010, the principles of *Open Government* – transparency, participation and collaboration -- have been regularly and increasingly infused into the Department's core mission strategies, operations and culture. In today's USDA, *Open* is not a separate organizational function. It is not an independent layer of management oversight. Nor is it a public relations rallying cry. Instead, in today's USDA, *Open* is the way we plan ahead, conduct our business and report our results. From the highest levels of departmental planning to the closest farmer, rancher or forester on the ground, USDA is *Open* for business.

For example, in the <u>USDA Strategic Plan 2014-2018</u>, *Open* concepts underpin one of the Department's five major national strategic goals; in which we see that, "To further improve performance, the Department is striving to engage its workforce in the development and implementation of innovative solutions to the challenges of today." And further that, "With a high-performing, results-focused, and engaged workforce, USDA will be better positioned to serve the public. As a result, the Department and its component agencies and offices can more effectively collaborate on challenges facing our Nation's farmers, ranchers, and rural communities." Specifically, the plan offers the following case:

"One particular area where the engaged and collaborative workforce will be especially valuable is in the service to historically underserved people and communities. Through the Strikeforce for Rural Growth and Prosperity initiative, the Department is focusing resources on areas of high poverty around the country. USDA partners with rural communities and regions on locally-supported projects. USDA employees take steps, in partnership with the community, to provide technical assistance and explanation as needed to ensure that communities can fully access USDA programs."

More directly, *Open* principles now drive several key strategic objectives in the <u>USDA</u>
<u>Information Technology Strategic Plan 2014-2018</u>. For example, all six strategic objectives under *Strategic Goal 5: Enable Information As A Strategic Asset For Decision Makers And Citizens At Any Level* support USDA's updated Open Government Plan 3.0. In the USDA IT Strategic Plan we see direct parallels to *Open* objectives that allow USDA to:

- 1. Enable mobile workforce with information that is device independent
- 2. Unify disparate but complementary data to achieve higher degrees of business intelligence
- 3. Develop, implement, and institutionalize a OneUSDA Digital Strategy
- 4. Mature USDA's Records Management Program
- 5. Implement a Controlled Unclassified Information (CUI) Program
- 6. Refine and Expand the Use of Enterprise Data Taxonomy to Standardize Commonly Used Data for Business Intelligence

At a tactical level, *Open* objectives abound in the newly revised *USDA Enterprise Roadmap* **2014**. For example, within the Roadmap's "Transition Plan," the Open Data Strategy segment lays out the principle of *Open* as a core business and technology design tenet,

"USDA's high priority modernization initiatives are revolutionizing the way the USDA interacts with other government agencies, businesses, and citizens. By optimizing information systems and content for mobile use, using open data principles and web Application Programming Interfaces (APIs), USDA strives to build capacity for public service innovation, and encourage creative consumption and application of USDA's extensive resources, including high-value data, services or systems, and content."

Further, the Roadmap asserts the primacy of *Open* practices as the Department looks to the future, and how it approaches the modernization of its business operations and technology resources,

"USDA will continue to modernize information systems to maximize interoperability and information accessibility by establishing a baseline portfolio, and identifying high-value and priority data sets, systems, and services. Furthermore, USDA will engage with internal and external customers to gather feedback and better prioritize information system modernization."

The National Institute of Food and Agriculture (NIFA) provides an excellent example of the creative capabilities USDA is delivering as it embraces the type of transparency that the Open Government initiative promotes. NIFA has included the Research, Education, and Economics Information System (REEIS) as a tool available on Data.gov. This tool serves as a source of information on the research, education and extension programs and projects, as well as the activities of the USDA and its partner institutions in the research, education and extension mission area.

In addition to multiple data sources, the REEIS tool provides access to dynamic maps of NIFA funding by congressional districts as well as state wide snapshots. In particular, NIFA highlights the new interactive "*Heat Map*" that displays NIFA funding by Congressional District (113th Congress). This new release of REEIS allows users to view NIFA funding by (1) award fiscal year: 2013, 2012, 2011, (2) funding type: Capacity Grants and Competitive Grants, (3) location: State and Congressional District, and (4) ranking by award amount. NIFA believes this information provides a unique view of its funding data that expands and enhances the data found on USAspending.gov.

From the strategic to the tactical, and finally, to the operational, *Open* principles permeate all levels and stages of mission/business delivery at USDA. The following sections of the USDA Open Government Plan 3.0 address operational outcomes achieved since the last Plan update (v2.0, 2012), along with planned future improvements in specific *Open* subject areas.

1.A. Open Data

USDA has developed, implemented, and institutionalized an OneUSDA Digital Strategy that continuously assesses the improvement of digital services and systems that are information and customer centric. To ensure open data, content and web APIs are the new default, we will collaborate among the data, platform, and presentation layers to coordinate Digital Strategy activities across agency and functional lines, including IT, web and communication subject matter experts. As such, the Office of Communications Web Communication Division, Office of the Chief Information Officer, as well as Agency web, communication and program offices make up the Department's digital strategy ecosystem.

The OneUSDA Digital Strategy will:

- Ensure that data is open, accurate, clearly described, structured, machine-readable, and digital services are optimized for mobile use.
- Establish more agile acquisition and budget processes that support the procurement and management of digital technologies.
- Develop additional guidance through policy to address open data, digital signatures, performance and customer satisfaction measurement, and mobile optimization.
- Refine and expand the use of enterprise data taxonomy to standardize commonly used data for business intelligence purposes.
- Develop open data strategy that addresses the framework for sharing critical information at key decision points throughout the entirety of the enterprise.
- Identify, prioritize, and modernize existing data that are not currently available to the public.
- Deploy a virtual dynamic inventory of open data at USDA.gov/data, populated by digital agency data inventories.
- Deploy a virtual enterprise geospatial reference repository to promote data quality with metadata best practices, templates, conventions, and other USDA branding standards.
- Provide guidance and training to data SMEs to develop web APIs, structure unstructured content or information, and to incorporate customer feedback for product improvements.

To ensure future information systems and services comply with the Federal Digital Strategy and Open Data Policy (M-13-13, May 9, 2013) and to modernize existing systems to leverage APIs, USDA is integrating digital strategy and open data requirements and guidance to existing processes and workflows such as Capital Planning and Investment Control reviews, IT Governance Process life-cycle reviews; and is aligning these requirements with the Enterprise Roadmap.

USDA will ensure that all new information collection, creation, and system development efforts will be done in a way that supports downstream interoperability between information systems and distribution of information with our customers. This includes using machine-readable and open formats, data standards, information stewardship and common metadata use by the Data Stewardship Working Group (DSWG).

Over the past several months, USDA has focused its Open Data efforts on establishing a framework to enhance, enrich, and open, to the extent practicable, its Enterprise Data Inventory (EDI) and to ensure that the Department and its component Agencies are prepared to identify, document, and submit quarterly a comprehensive EDI to the Office of Management and Budget (OMB).

In so doing, USDA has already achieved several internal milestones that lay the groundwork for the Department's future Open Data efforts and is positioned to meet OMB's

Open Data requirements. The following milestones are among the Department's recent Open Data achievements:

- Creation of an Open Data Council (ODC): The Open Data Council is composed of Executive Leadership from the Department and its Agencies, and is responsible for overseeing the implementation of the Federal Agency requirements outlined in the President's Open Data Policy, as expressed in OMB Memorandum-13-13, Open Data Policy - Managing Information as an Asset, along with all subsequent supplemental guidance.
- Creation of an **Open Data Working Group (ODWG)**: The Open Data Working Group is composed of key senior USDA executives, who oversee the development of policy guidance to Agency Data Stewards, and the development of strategic and tactical implementation plans for the Department's Open Data effort.
- Creation of an Open Data Policy Strategic Plan: The USDA's Open Data Policy Strategic Plan initiates the Open Data Policy for the USDA by providing recommendations for coordinating and collectively responding to the mandates and milestones described in the Open Data Cross Agency Priority (CAP) Goal Establishment draft document and to other OMB related documentation in a structured and timely manner.
- Creation of an USDA.gov/data page: The USDA.gov/data page lists all of the
 Department's datasets by its component agencies. The USDA.gov/data page will be
 updated in the future based on Department directives and customer feedback.
- Creation of an **Open Data Blog**: Deputy Chief Information Officer (CIO) for Policy and Planning, drafted and posted the USDA's first blog specifically focused on the Open Data initiative and a second blog entitled "*New Frontiers of Food Safety*", which featured the first-time publishing of a food safety salmonella dataset. Over the next year, USDA staff and leadership will periodically update the blog, which will continue to facilitate the USDA's customer engagement and outreach efforts.

For systematically inventorying non-public, restricted, and public data assets, USDA is in the process of implementing a four-step data publication process. This multi-step dataset review process involves various internal stakeholders such as Data Stewards, Chief Information Officers, Privacy Officers, agency legal staff, and Information Security System Program Managers, Records Managers, and Controlled Unclassified Information managers. The purpose of this multi-perspective approach is to ensure that datasets are adequately reviewed and approved prior to release.

USDA is making public data assets available for download and/or use through an application programming interface (API). USDA met its requirements to customers to identify High-Value Data and Content to Make Available through Web APIs. USDA continues to work with its Agencies and Offices to identify additional applications for developing APIs.

USDA has taken major steps to encourage public use of already released datasets, in order to promote public knowledge and foster innovation. To engage with internal and external

customers, USDA uses its integrated communications platform to offer various opportunities for input and engagement. Given USDA's broad mission and diverse range of customers, agencies will maintain open lines of communication with stakeholders.

As USDA's Open Data Policy implementation continues, data stakeholders and interested citizens can regularly learn about new opportunities for collaboration through USDA.gov/open, social media activities like our monthly #AskUSDA chats, and updates from the USDA Blog. USDA will also employ other methods such as GitHub, USDA and Agency Twitter Accounts, Google+, Facebook and Storify and Veterinary, Medical and Urban Entomology Priories IdeaSpace.

To identify data assets not yet publicly available and establish specific timelines for online publication in open formats, USDA is in the process of developing a Dataset Prioritization Process. As part of the process, the Open Data Working Group (ODWG) will coordinate with the Whitehouse, USDA Office of the Secretary, Office of Communication, Freedom of Information Act (FOIA) Office, and analyze Customer Feedback to determine high-value datasets not yet publicly available. The ODWG will submit recommendations to the Open Data Council which approves the datasets. A schedule of publishable datasets will then be developed to release pertinent data assets on a quarterly basis.

USDA budget and program planning guidance will include emphasis on the critical partnership between the Office of Communications (OC) and Office of the Chief Information Officer (OCIO). In addition, it will include recommendations for agency web, information technology and public affairs professionals who will coordinate activities at the agency level in improving public knowledge about agency products and services.

Using a well-defined and repeatable Data Publishing Process enables USDA to work with its seven Mission Areas and Administrative Offices to make information resources accessible, discoverable, and usable by the public; thus, improving Americans' lives and contributing significantly to mission results.

USDA will continue to create economic opportunity by providing American entrepreneurs and innovators with open and machine readable data. USDA has currently prioritized datasets such as Disaster Relief Data, Scientific Data, Food Safety, Conservation, Animal and Plant Health Data and Food Nutrition Data, all of which will be used to help drive scientific discovery, new and innovative solutions and spark economic activity.

For example, last year, USDA's Economic Research Service (ERS) released several new tools designed to help consumers more easily access critical programs and stimulate further innovation:

• **Mobile-optimized** *Amber Waves* **magazine**, including a *digital "eZine"* (built with *Responsive Design* principles to automatically render on multiple devices/screen sizes, providing efficiencies in design/production) and a *magazine app for tablets* (enabling offline reading)

- **Widgets,** providing embeddable code that websites/bloggers can use to feature ERS's popular daily Charts of Note directly on their sites
- **Web content APIs** (Application Programming Interface), offering digital professionals a machine-readable option for accessing publications, charts, and other website content
- APIs for select data and geospatial/mapping applications, enabling researchers and developers to build applications using ERS data and process for additional insights.

These new products and tools extended and expanded access to ERS research findings, market outlook, and data—making the Agency's information more readily available to the general public. These items enabled USDA to meet its 12-month Digital Government Strategy goals to ensure high-value services and systems are available anywhere, anytime, and on any device.

1.B. Proactive Disclosure

The Department recognizes that proactive disclosures are an integral part of the Freedom of Information Act (FOIA). As such, it routinely encourages agencies to go beyond posting final opinions and orders rendered in the adjudication of administrative cases, agency policy statements, administrative staff manuals and frequently requested records as required by subsection (a)(2) of the FOIA. Specifically, the Department encourages its component agencies to consider the proactive release of agency records related to business, current events, ethics and agency operations even if not the subject of a FOIA request.

To determine which agency records are prime candidates for proactive disclosure, the Department urges its component agencies to review its FOIA, media and congressional logs to determine whether any of the requests overlap a common dataset or series of records readily available for publication. It also urges it component agencies to review published material to determine whether it is in a machine-friendly format and if not, to work with its IT provider to ensure the material is also published in other open formats such as csv and doc.

In the spirit of proactive disclosure, the Department's FOIA Service Center (FSC) undertook an initiative in Fiscal Year 2013 with the Office of Communications (OC) which resulted in the publication of the <u>Secretary's Public Schedule</u> from 2012 to the present. The schedule is prominently featured on <u>USDA's FOIA home page</u> along with USDA's component agency FOIA reading rooms, FOIA points of contact, current FOIA regulations and FOIA reports.

Another FSC initiative involving proactive disclosure includes collaboration with the Office of the Executive Secretariat (OES). The FSC and OES are currently creating a custom log to detail incoming and outgoing correspondence between the Department and members of congress which will be updated quarterly and uploaded to the OSEC/OCIO reading room. This log will not only increase transparency but will allow requesters to more reasonably describe records sought in FOIA requests as they will now be able to identify correspondence by control numbers. The FSC will also post on a quarterly basis its log of incoming FOIA requests. The log will include the Department's tracking number for each

request received, the date the request was received and a brief description of the records sought by the requester.

1.C. Privacy

The Privacy Act of 1974, 5 U.S.C. § 552a, Public Law No. 93-579, (Dec. 31, 1974) established a Code of Fair Information Practice that governs the collection, maintenance, use, and dissemination of personally identifiable information about individuals that is maintained in systems of records by Federal agencies. A system of records is a group of records under the control of an agency from which information is retrieved by the name of the individual or by some identifier assigned to the individual. USDA produces on a quarterly basis Privacy Management Reports, and an annual Senior Agency Official of Privacy (SAOP) report. Both reports are uploaded via the Office of Management and Budget (OMB) MaxPort to the Department of Justice's CyberScope tool.

The USDA's Privacy Office, in conjunction with Cyber Security, collects quarterly and annual metrics for Federal Information Security Management Act (FISMA) reporting to OMB. Metrics are collected for the SAOP report, which summarizes information reviews mandated by the Privacy Act of 1974, e-Government Act of 2002, and the Federal Agency Data Mining Reporting Act of 2007. Quarterly and annual reports are submitted into Cyber Scope by the Cyber Security Audit Liaison. This reporting helps to analyze the current state of the privacy program.

The Department's Privacy Office has not reviewed or participated in the review of any data mining activities. USDA's mission does not include data mining, as defined by the "Federal Agency Data Mining Report Act of 2007, "conducting...queries, searches or other analyses to discover or locate a predictive pattern or anomaly indicative of terrorist or criminal activity..." Therefore, USDA does not report on data mining, nor does it post the reports on a webpage.

Since 2012, the USDA Privacy Office published via *AgLearn*, a privacy training course -- twice. In FY 2012, "*Protecting Personally Identifiable Information*" training module was launched. This hour-long course provided Agency Privacy Officers with key training on privacy responsibilities, and requirements. In FY 2013, the USDA Privacy Office launched an abbreviated Protecting Personally Identifiable Information "*PII Lite*" course. This shorter course is designed to provide USDA employees, stakeholders, affiliates, and contractors with the basic, vital information how to protect the personal information entrusted to each of them as they fulfill USDA's mission.

Over the next two years, USDA will increase the frequency of postings of Privacy Threat Assessments (PTAs) and Privacy Impact Assessments (PIAs), and System of Records Notices (SORN) as required by the Privacy Act. A current listing of PIAs can be found on USDA's Privacy Policy page. And the current list of SORNs can be found on the OCIO's System of Records page.

In accordance with the Open Government Directive, USDA will continue to actively participate in and promote Open Data and transparency. To this end, the Department's Privacy Office implemented a multi-step internal data set review process. In addition, the Department's Privacy Office will also solicit feedback on external privacy policy via such tools as GitHub, and the more formal Federal Register process. The Department anticipates it will conduct a review of the current Privacy Policy.

As this policy requires update or revision, USDA plans to use collaborative citizen engagements to enhance and facilitate discussion with stakeholders both internal and external to USDA. As additional tools are implemented at USDA, we will garner greater input on policy at the inception stage, rather than later in the policy execution life-cycle.

1.D. Whistleblower Protection

The USDA Office of Inspector General established a <u>Whistleblower Protection Ombudsman</u> (WPO) as required by the Whistleblower Protection Enhancement Act of 2012. The WPO has established an informative webpage, which includes educational resources on the rights of potential whistleblowers and the responsibilities of USDA supervisors. Also on this webpage are direct links to both the <u>Merit Systems Protection Board</u>, and the <u>Office of Special Counsel (OSC)</u>, who has primary jurisdiction over complaints alleging whistleblower reprisal.

As mandated by the Open Government Initiative, USDA will begin the process of informing all employees of their rights and protections utilizing the OSC 2302(c) Certification Process. The USDA WPO facilitated the sending of an email to all USDA employees informing them of USDA's participation in OSC's 2302 certification program. This email further explains the role of the WPO and provides links to the WPO page, OSC, and numerous educational OSC resources which are required distribution materials under the 2302 certification program. Additionally, the WPO coordinated with the USDA Office of Chief Information Officer to get the same educational resources posted on the Policies and Links tab accessible through the USDA homepage.

In the summer of 2014, the WPO will post a training module to the AgLearn Training System as a means of educating all employees (supervisory and non-supervisory) on the WPEA. This training will provide an overview of the expanded coverage which the WPEA provides whistleblowers. The training will be announced agency wide and will be highly recommended for all employees.

Additionally, USDA was recently recognized by the *Government Accountability Project* as one of the few agencies whose Open Government Plan includes an active Whistleblower Protection Section.

1.E. Websites

USDA's Digital Strategy can be found at www.usda.gov/digitalstrategy. USDA.gov uses best practices and usability standards, and has established internal web standards in addition to

the Federal-wide standards set by OMB and GSA. USDA.gov's last redesign addressed user-experience issues by taking a task-centric approach to its information architecture and navigation.

USDA takes a task-centric approach to define our information architecture and improve the user experience. USDA.gov uses analytics tools such as Google Analytics and SiteImprove to identify our top tasks, combining those with metrics from all USDA Agencies and identifying trends. These trends are analyzed and incorporated into the user interface/user experience of the web site.

USDA blogs are consistently one of the top performers on USDA's web site. To provide better and quicker access to the blogs, USDA has strategically incorporated ease-of-access to the blogs by focusing USDA.gov's homepage on blog content and blog access. The USDA.gov homepage photo rotator highlights top blogs weekly. USDA.gov's persistent top navigation has a permanent placement for the USDA Blog. We've also incorporated a streaming blog feed on the homepage, which is featured even more prominently than our latest releases and news.

USDA regularly reviews our information architecture and strategies to provide the best user experience for our users. USDA.gov's website is dynamic in that we update our content and navigation based on identified top tasks and priority initiatives.

USDA's Economic Research Service (ERS) provides an excellent bureau level example, in which according to the January 2014 *Adobe Marketing Cloud Data*, over 40 percent of all ERS public webpage views in 2013 were views of ERS data products. Also, according to the January 2014 *Foresee Satisfaction Performance Report*, half of customers seeking data on the ERS website desire to have access to customized data. As the ERS website served over 2.8 million customers in 2013, improving the provision and functionality of data on the website would benefit over 1 million customers each year. Forthcoming ERS web enhancement efforts will specifically reduce the amount of time customers spend collecting and manipulating the data needed, expand the reach of government information, and improve customer satisfaction.

In FY15, USDA.gov plans to reevaluate its entire website and implement a redesign of the look and feel. USDA.gov is also migrating its Portal environment to an open source solution that will open up various channels within our Department that will allow for more content and resource sharing. Ultimately, the desired outcome by FY16 is to have an established framework for an Enterprise open source content management solution where USDA agency websites can openly collaborate and share content and resources.

II. Ongoing Initiatives

II.A. Participation in Transparency Initiatives

<u>Data.Gov</u>: USDA agencies and staff offices are responsible for developing, managing, reviewing, and subsequent posting of their datasets to <u>USDA.gov/data</u> and subsequently to <u>Data.Gov</u>. The Department has two groups assisting the agencies in publishing their datasets.

The OCIO Enterprise Architecture (EA) Division provides technical direction and assistance to the Agencies and Staff Offices on the use of the General Services Administration (GSA) dataset catalog tool, CKAN. Additionally, the EA group chairs the Data Architect / Data Steward Working Group(s) to facilitate the exchange of information and consensus among the Agencies and Staff Offices. The Office of Communications (OC) provides technical direction and assistance to the Agencies and Staff Offices on the actual process of publishing datasets to Data.Gov.

The Agency and Staff Office Data Stewards will use the designated CKAN tool to manage their dataset metadata. From the CKAN tool, the data stewards will generate the EDI files (containing all datasets, both public and private) and the Public Data Listing (PDL) files generated from the agencies and staff offices' metadata. Data stewards will also correct any errors during the file generation process.

The EDI files that are generated will be sent to the OMB Max.gov site (not accessible to the public). While the PDL files that are generated will be sent to OC for further publishing to USDA.gov/data. Using a "harvester" data retrieval tool to automatically extract the information from a PDL file, GSA "pulls" the metadata file provided by OC and posted on the USDA Digital Strategy page. The GSA "harvester" tool runs nightly to populate changes in USDA datasets posted to Data.Gov.

e-Rulemaking: The e-Rulemaking Presidential Initiative has greatly simplified the public's participation in USDA's rulemaking process by making regulatory information more accessible on <u>Regulations.gov</u>. USDA has also benefited from this initiative through cost savings associated with forgoing the need to develop and operate a duplicative agency-specific electronic system.

In FY13, USDA posted 250 rules and proposed rules, 804 Federal Register notices, and 25,023 public submissions via Regulations.gov. Overall, USDA has provided the public access to 281,571 documents in Regulations.gov. The eRulemaking Program also offers a streamlined internal rulemaking business process through agency access to FDMS.gov. USDA had 196 staff using FDMS.gov in FY13, and created 107 regulatory dockets in FDMS for regulatory actions published in FY13.

In 2014 e-Rulemaking and USDA will be identifying ways to build on existing outreach efforts and expand those efforts to all constituencies and key stakeholders. We will also encourage employees with policy or rulemaking roles to receive training in public participation processes. Along with these efforts, eRulemking will identify improvements to education for employees on the public participation processes and develop/implement an AgLearn training opportunity.

<u>IT Dashboard:</u> The OMB <u>IT Dashboard (ITDB)</u> is a website enabling federal agencies, industry, general public and other stakeholders to view details of federal information technology investments. The purpose of the ITDB is to provide information on the effectiveness of government IT programs and to support decisions regarding the investment and management of resources. The ITDB displays data on IT investment performance and spending patterns received from USDA's Exhibit 53 and Exhibit 300 for major IT investments.

The USDA CIO rates each major investment based on a set of pre-established criteria, such as performance, cost, schedule, and risk. These evaluations reflect the CIO's assessment of the investment's overall risk and the investment's ability to accomplish its goals. These assessments are published to the ITDB on a monthly basis. Additionally, USDA provides operational performance targets for major investments and project activity cost and schedule information. Each performance metric indicates whether actual performance is meeting its target on a monthly, quarterly or semi-annually basis.

The ITDB gives the public access to the same tools and analysis that the government uses to oversee the performance of its IT investments. The transparency and analysis features of the IT Dashboard make it harder for underperforming projects to go unnoticed, and easier for the government to focus action on the projects where it's needed most.

Recovery Act Implementation: The USDA Office of the Chief Financial Officer (OCFO) continues to oversee the implementation of the American Recovery and Reinvestment Act of 2009 (ARRA). The Department was initially appropriated over \$28 billion for ARRA purposes. An increased demand for the Supplemental Nutrition Assistance Program resulted in over \$49 billion ARRA dollars obligated by the end of 2013. In addition to extensive weekly and quarterly financial reporting, OCFO has worked closely with ARRA funds recipients to report timely and accurately. OCFO continued to hold outreach calls with agency stakeholders, provided training, and met with agencies to help resolve ARRA related issues ranging from reporting accuracy to audit investigations.

The Office of Inspector General audited the ARRA implementation extensively and in 2013 issued two ARRA audits to OCFO indicating that oversight and internal controls were generally solid. Findings indicated that component agencies needed to provide greater oversight. As a result, OCFO promulgated updated guidance and provided additional training in these areas to the agencies. OCFO implemented additional quarterly reconciliations of financial reporting and continues to serve as subject matter experts for a Recovery Board data pilot.

<u>USAspending.gov</u>: The Office of the Chief Financial Officer (OCFO) also leads the Department's efforts to provide greater information sharing and transparency of financial data at USDA. The focus of this effort has been on Transparency Act and Recovery Act Implementation and Reporting -- from prime award and sub-award reporting. OCFO coordinated the Department's compliance with these requirements along with improving and supporting the current Federal financial assistance reporting requirements. OCFO has

leveraged its reporting capabilities to help automate reporting processes in multiple divisions within the Office.

In addition, OCFO took on a new initiative to consolidate Foreign Assistance reporting required by OMB Bulletin 12-01. In FY 2013, OCFO developed a process that leverages Transparency reporting to USAspending.gov and applied it to reporting requirements of the Foreign Assistance Dashboard. This effort ensures that data is more consistent across reporting platforms. OCFO is also working on consolidating multiple foreign assistance reporting requirements so data is reported more consistently and achieves efficiencies by reducing multiple unique reports and deadlines, and standardizing the data required to be reported.

In FY 2013, OCFO led and implemented procedures in reporting on the Sandy Disaster Relief Appropriations Act. OCFO built a centralized website for reporting financial and performance data on a weekly and monthly basis. OCFO supports the Secretary's office on Sandy related matters and offers financial and performance insights based on the data collected.

OCFO further developed continuous process improvement initiatives. Examples of this include analysis of Recovery Act and USAspending.gov data. Data anomalies and errors were identified and OCFO worked with Agencies to resolve errors. Special projects are underway to assist agencies in complying with their reporting requirements. OCFO continued to work closely with the Foreign Agricultural Service in the implementation of their Grants module called Grantor. OCFO provides advisory services during the implementation process to ensure that the grants system aligns with OCFO and the Department's vision for a Department-Wide Grants Business Process. OCFO provides monthly data tables to the Grantor system so the system will be in compliance with Transparency Act Reporting.

II.B. Public Notice

USDA.gov provides the majority of its public meetings on USDA.gov/live and our Department YouTube channel, youtube.com/usda. An archive of our live streams is available to the public and includes symposiums, town hall meetings, Google Hangouts, and other live events. USDA leverages regularly a wide variety of digital broadcast tools and new technologies such as Google + Hangouts, and we house our own TV and Radio studios.

<u>USDA.gov/newsroom</u> has links to resources such as our radio and TV programming, and Streaming Media Archives. The Secretary's public schedule is also available on USDA.gov. USDA also uses the IdeaJam platform for public ideation sessions and feedback.

Going forward, USDA.gov plans to utilize our existing broadcast services through our Creative Media and Broadcast Center to share public events through TV and Radio programming. USDA.gov/live is the center of all of our streaming events including Google + Hangouts and national symposiums.

II.C. Records Management

Appropriate management of USDA records is vital to the future success of the Agency as well as recording many aspects of our nation's history. Through close collaboration with the National Archives and Records Administration (NARA), USDA has met the 2013 and 2014 requirements of the *August 24, 2012 Managing Government Records Directive* (MGRD) and continues to advance in meeting ongoing requirements for 2016 and 2019.

Throughout Fiscal Year 2013, USDA assigned a Senior Agency Official (SAO) to oversee the implementation of the MGRD. Through close collaboration with NARA, USDA worked diligently to ensure that records of significant historical value, in existence for more than 30 years, were transferred to NARA for permanent storage to fulfill Goal 2.2. USDA also worked to identify and report unscheduled paper records stored at the Federal Records Centers and non-NARA facilities to fulfill Goal 2.5. USDA agencies collaborated in response to the Office of Management and Budget (OMB) and NARA's Annual SAO Report to identify plans and goals in addition to challenges that each agency within USDA may face in accomplishing its goals. USDA initiated a working group to develop a plan to manage permanent electronic records electronically across USDA by December 31, 2019, fulfilling Goal 1.1.

Thus far in Fiscal Year 2014, all USDA agency records officers have obtained the NARA Certificate of Federal Records Management Training, as required by Goal 2.3. Due to the fact that maintaining appropriate records is a responsibility of every employee, USDA will deploy next year a new mandatory employee and contractor records management online training course to ensure everyone understands his or her responsibilities, along with the procedures for appropriately keeping and disposing of electronic and physical records; thus fulfilling Goal 2.4. In addition, USDA's comprehensive validation process is ongoing and identifies scheduled and unscheduled electronic information systems, fulfilling Goal 1.1. USDA has also established a work group to explore the adoption of NARA's Capstone approach for managing e-mail records that will fulfill Goal 1.2.

By the end of Fiscal Year 2016, USDA will have developed records schedules for the remaining .07percent of non-existing electronic records reported to NARA with a projected completion date of September 30, 2016, to fulfill Goal 2.5. In addition, USDA will ensure that current e-mail records are maintained in an appropriate manner per issued directives, while older e-mail records are kept for a prescribed number of years and made available to USDA employees before the records are appropriately destroyed.

II.D. FOIA

The Department of Agriculture's Freedom of Information Act (FOIA) program includes twenty component FOIA offices all varying in size and scope at the mission area and agency level. Each year, these twenty offices collaborate to process the approximate 22,000 FOIA requests received annually at the Department. Central to the Department's FOIA program is the FOIA Service Center (FSC). The FSC is under the purview of the Office of the Chief Information Officer (OCIO), Policy and Directives (P&D). The FSC provides coordination

amongst the Department's FOIA offices and ensure compliance with the FOIA. The FSC also processes requests for the Office of the Secretary and all of Department Management's subcomponents.

In Fiscal Year 2013, the FSC continued to streamline the Department's FOIA process to promote the OpenGov principles of transparency, participation and collaboration. In March 2013, the FSC in collaboration with the Office of General Counsel commenced work on a "lite" FOIA training module for the Department's training repository, AgLearn. The module is intended for all USDA employees, contractors, stakeholder and affiliates and emphasizes compliance with both the letter and the spirit of the FOIA. More specifically, it emphasizes: (1) the basic purpose of the FOIA, as explained by the United Supreme Court; (2) the President's and Attorney General's guidance directing federal agencies to administer the FOIA with the presumption that "openness prevails;" (3) USDA's FOIA process; (4) key players in USDA's FOIA process; (5) FOIA's statutory requirements; and (6) USDA's commonly cited FOIA exemptions. The training module was published late January 2014.

In Fiscal Year 2013, the FSC in collaboration with the Office of General Counsel also commenced work on the Department's FOIA regulations. The Department understands its regulations are an important tool for requesters when seeking information from an agency. Therefore it is of extreme importance to keep the Department's regulations updated to reflect changes in the law and the Department. It is anticipated a proposed revision will be published early Fiscal Year 2015. The Department's accompanying FOIA Directive will also undergo a re-write once the new regulations are published. The FSC anticipates the new Directives will include language making the online FOIA "lite" module mandatory for many of USDA's employees, contractors, stakeholder and affiliates.

In Fiscal Year 2014, the *Center for Effective Government* ranked the Department 4th out of the 15 federal agencies receiving the greatest number of FOIA requests on its *Access to Information Scorecard*. In its assessment, the *Center* gave agencies a score based on their ability to timely process requests, their policy on withholding information and communicating with their requesters, along with their facilitation of the flow of information online. While earning passing scores across all three categories, the *Center* noted that the Department could improve upon its score by making its FOIA website more user-friendly. Accordingly, the FSC is continuing work on several FOIA initiatives to improve the Department's FOIA website.

The first of these initiatives involves uploading a short video to assist the public with finding information about popular topics, public initiatives and the Secretary's priorities. In the event that the information is not online, the video will set forth procedures for submitting a FOIA request and provide a brief overview of our online *Public Access Link (PAL)* for submitting, tracking and receiving records in connection with FOIA requests. The second initiative involves implementing a tool that will improve the search results of any search conducted on the Department's website. The tool will allow the public to search for (1) records across websites using keywords, (2) key words within PDF

documents, and (3) specific terms that result in targeted answers rather than an interpretation of keyword search.

As for the FOIA backlog, the FSC is pleased to report that the Department made substantial strides in decreasing its overall average number of days to process both simple and complex FOIA requests. The overall average number of days to process simple requests in Fiscal Year 2013 was 15.52 days, which is a 53 percent decrease from the previous fiscal year. The overall average number of days to process complex requests is 43.38 days, which marks a 43 percent decrease from Fiscal Year 2012.

In an effort to further reduce the number of processing days, the FSC in October 2013 purchased an *e-discovery* platform to complement its existing enterprise wide tracking database. The platform allows our FOIA professionals to quickly list and identify documents and sources, identify duplicate and near duplicate documents and emails, search, categorize and rank documents for ease of review, view and group documents by custodian, create a Vaughn index and significantly cull records in voluminous record sets.

The FSC is also providing monthly backlog reports for the Department's FOIA Officers. These reports are accompanied by strategies/tips for reducing their agency's backlog. It is FSC's expectation that the training, additional technological tools and continuous monitoring, will result in a 10 percent reduction of the backlog in Fiscal Year 2014, Fiscal Year 2015 and Fiscal Year 2016.

Finally, in the spirit of collaboration, the FSC recently hosted two Freedom of Information Act (FOIA) training sessions in coordination with the Department of Justice (DOJ). The training was offered to all USDA FOIA analysts and attorney advisors and highlighted USDA's most commonly cited FOIA exemptions as was reported in the Department's FY13 FOIA Annual Report. The Department's FOIA analysts and attorney advisors had the option to participate in each session by either joining the live classroom session or virtually via our interactive webinar sessions. More than 100 participants nationwide from USDA's FOIA Community attended either one or both training sessions. The training was well received and will also contribute to the reduction of our current backlog as analysts are now better equipped to make release determinations.

II.E. Congressional Requests

The USDA Office of Congressional Relations' (OCR) main role is to facilitate contact between USDA and Congress to ensure an efficient, seamless process in making sure the Department's message is consistent and well represented on Capitol Hill. OCR serves as the Department's liaison with Members of Congress and their staffs. OCR works closely with members and staffs of various House and Senate Committees including the House Agriculture Committee, Senate Committee on Agriculture, Nutrition, and Forestry, House Agriculture Appropriations Subcommittee, and the Senate Appropriations Subcommittee to communicate USDA's legislative agenda and budget proposals.

OCR also works with committee and Member staffs in Congress to provide briefings, meetings and updated information about USDA policy and activity, and it works with Committees in preparation for hearings in which USDA testifies.

Under OCR is the Office of External and Intergovernmental Affairs, which works closely with the Nation's Governors, State Commissioners, Secretaries and Directors of Agriculture, and other State, local, and Tribal officials on issues affecting America's food and agriculture.

Members of Congress and their staff can find help from OCR by calling the main phone line, faxing correspondence, or emailing requests for information directly to OCR staff. Conversely, OCR primarily communicates with Members of Congress and their staff through phone calls, email, and in-person meetings.

As was reported earlier in **Section I.B. Proactive Disclosures** of this *Open Plan*, the USDA FOIA Service Center is collaborating with the Office of the Executive Secretariat (OES) to create a custom log that details incoming and outgoing correspondence between the Department and members of Congress. It will be updated quarterly and uploaded to the OSEC/OCIO reading room. This log will not only increase transparency but will allow requesters to more reasonably describe records sought in FOIA requests as they will now be able to identify correspondence by control numbers.

II.F. Declassification

Standards: At USDA, the review and declassification of Classified National Security Information (CNSI) is guided by (1) Executive Order 13526, "Classified National Security Information," (2) 32 Code of Federal Regulations Part 2001, subparts A-I, (3) Departmental Regulation (DR) 3440-001 "Classified National Security Information Regulation," and (4) Departmental Manual (DM) 3440-001, "Classified National Security Information Manual."

Structure: The Secretary of Agriculture has sole classification authority and is the responsible official for all CNSI across the department. To administer the CNIS program the Assistant Secretary for Administration (ASA) is delegated the responsibility as the Senior Agency Official (SAO). As such, the ASA has re-delegated the responsibility for the regular management and oversight of the Department's CNSI program to the Director, Office Of Homeland Security and Emergency Coordination (OHSEC). This delegation includes the declassification decision authority and the review processes. The Director of OHSEC has identified the Personnel and Document Security Division (PDSD) as the responsible Division for the implementation and oversight of these declassification processes.

Summary: PDSD's first priority is to ensure the protection of CNSI and prevent the unauthorized release of or access to CNSI by persons without the appropriate authentication and a valid *Need to Know*. With this comes the need to ensure that the classification management program is operating in concert with the Administration's goals of reducing and preventing the over classification of information. DM 3440-001 relates specific instructions on the classification challenge processes and citizen requests to have information declassified.

In keeping with the goals of the administration, OHSEC has assessed and is now reviewing the current processes for declassification and mandatory review. Several areas have been identified as needing improvement beginning in FY 2015.

- 1) The current Departmental Manual needs to be updated to reflect the need to codify the mandatory review processes, and to identify specific roles and responsibilities in streamlining the processes. Efforts are currently underway to review and update the extant manual and to include these areas of improvement.
- 2) The system currently used to track incoming and completed requests for declassification and their mandatory review is outdated, and the management of this system is an additional duty mixed with many other competing priorities. OHSEC is currently looking a implementing a new security management database to better track and manage current and historical actions.
- 3) Timeliness of responses to a request for review or declassification are a challenge. The process is a collateral duty blended into the Special Security Office resulting in competing priorities and time constraints. OHSEC is reviewing the current policy and looking to streamline and improve the time required to conduct a review. The implementation of a common database that manages the tracking and historical records is expected to improve the work flow and reduce the total time needed to complete a declassification decision.
- 4) PDSD is looking at current technology and what that technology may offer to help improve the declassification and classification management program. The Security Management Information System (SIMS) database has been identified as a new technology resource that will enhance the declassification program and is expected to improve the review processes through better tracking and management.

II.G. Participation

In collaboration with the USDA Open Data Working Group, USDA is actively pursuing technologies to support the implementation of robust feedback mechanisms through USDA.gov. Currently, USDA supports feedback through various methods including commenting and feedback through our USDA Blog *WordPress* platform, social media networks, ideation tools, feedback through our *AskTheExpert* knowledgebase, and through our Contact Us page which houses an Information Hotline and organization directories. Many USDA agency websites leverage the *ForeSee* platform as well. Throughout FY15 and FY16, USDA plans to evaluate and implement new feedback mechanisms through our Open Data Policy Working group. USDA maintains numerous websites or platforms where the public can engage now in existing participatory processes of USDA:

• <u>USDA Blog</u> – comments can be submitted and reviewed for posting through a *WordPress* platform.

- <u>AsktheExpert</u> A Knowledgebase and Customer Relationship Management tool that allows for users to provide feedback so that we can augment and improve the knowledgebase over time.
- <u>IdeaJam</u> An ideation platform used to gather feedback and perform ranking on ideas on certain initiatives.
- *GitHub* Developers can provide feedback to USDA using the Issue Tracker to ask questions or make suggestions for improvement. When comments are submitted, USDA distributes the query to the relevant agency or program for response or action. Issue Tracker
- <u>USDA and agency Twitter accounts</u> often share digital and open data related content, which remains an open platform to monitor and solicit customer feedback. Other social media channels are available for outreach, conversation, and feedback, including <u>Google+</u>, <u>Facebook</u>, and <u>Storify</u>.

In FY15 and FY16, USDA intends to evaluate new technologies for public feedback and idea sharing. GSA offers an Ideation tool called *IdeaSpace* that could replace our current *IdeaJam* platform. We are also looking at social engagement through emerging technologies. Many of our public meetings are broadcast through <u>USDA Live</u> and we plan to continue using streaming media to broadcast public events.

II.H. Collaboration

USDA is actively seeking ways to engage with Federal and non-Federal partners, the public, and non-profit and private entities in alignment with the visions of our core mission. USDA is working to develop, implement, and institutionalize a OneUSDA Digital Strategy that will continuously assess the improvement of digital services and systems that are information-and customer-centric. To ensure open data, content and web APIs are the new default, we will collaborate among the data, platform, and presentation layers to coordinate Digital Strategy activities across agency and functional lines, including IT, web and communication subject matter experts. As such, the Office of Communications Web Communication Division, Office of the Chief Information Officer, as well as Agency web, communication and program offices make up the Departments digital strategy ecosystem.

Changes to internal management and administrative policies happen at many levels. USDA, through the Open Data Policy Working Group, is looking at ways to improve collaboration and the technologies that can be leveraged to assist.

USDA has developed a comprehensive IT governance process that incorporates an Integrated Governance Framework and provides the executive teams with a process for reviewing investments and providing guidance to investment managers throughout a project's life cycle. Projects will be reviewed to ensure alignment with digital strategy guidelines.

To engage with internal and external customers, we will use our integrated communications platform to offer various opportunities for input and engagement. Given USDA's broad mission and diverse range of customers, agencies will maintain open lines of communication with stakeholders.

USDA utilizes IBM's Connections and Microsoft's SharePoint platforms to promote internal collaboration. IBM Connections is an internal social platform that allows for workflow collaboration, file sharing and document revisions history, as well as a social communication tool. For the public, USDA seeks to engage ideation technologies and social engagement tools to bolster our public engagement effort.

The public can learn about our existing collaboration efforts through our Open Government, Digital Strategy and our New Media pages:

Open Government: <u>usda.gov/open</u>

Digital Strategy: <u>usda.gov/digitalstrategy</u>

New Media: usda.gov/newmedia

USDA uses Open innovation methods such as prize-based challenges using Challenge.gov and collaboration platforms such as the developer community GitHub. USDA was one of the first Federal entities to establish a prize competition with Challenge.gov, paving the way for the now Federal-wide Challenge platform. Apps for Healthy Kids was a prize-based competition challenging the developer community to create apps using USDA's existing nutrition data. The competition was sponsored by the White House's OSTP and featured judging by renowned tech gurus such as Steve Wozniak and executives from Pepsi and Zynga. USDA continues to seek out new technologies and innovative techniques for involving the public in developing our outreach tools and campaigns.

II.I. Flagship Initiative - 2014 Farm Bill Implementation

The USDA Flagship initiative will be the Implementation of the Agricultural Act of 2014, better known as the Farm Bill, which will engage public, private and consumer participation and collaboration. The new Farm Bill is a massive, 900+ page piece of legislation that authorizes most USDA component agencies' programs over the next five years. It replaces the 2008 Farm Bill, in some cases simply extending programs, but in others proposing sweeping changes and completely new programs. As examples, the Farm Bill authorizes a new non-profit agricultural research foundation, endowing it with \$200 million in authorized funding. It also provides authorization for several agencies to develop regional partnerships on everything from soil and water conservation to rural economic development. It expands pilot efforts allowing certain state governments to engage in forest restoration practices on National Forest lands nationwide. It also authorizes USDA's participation in the Healthy Food Financing Initiative, part of the Obama Administration's USDA budget requests in FY 2011 and 2012, along with HHS and Treasury.

By holding multiple listening sessions to gather input from stakeholders and the public regarding the Agriculture Department's priorities for the federal farm bill, USDA will provide an *Open* forum offering individuals and organizations an opportunity to provide comments that will help evaluate the Farm Bill priorities and implementation strategies. Which ultimately, will help USDA improve its program operations and delivery of services. Through interactive social media tools such as Twitter, Blogs, Yammer, we will fulfill the transparency, public participation and collaboration principles.

Component agencies have widely varying stakeholders, from university researchers to farmers and ranchers to commodity traders to rural communities and businesses to antihunger advocates. Some are long-standing groups represented by trade associations, such as the National Association of Counties or the American Farm Bureau Federation. Others will be forming around new provisions in the Farm Bill, and identifying these stakeholders and giving them a means by which to express their views will be central to the final plan.

Implementation of the 2008 Farm Bill relied almost exclusively on public comment as part of the traditional notice-*and-comment* rulemaking process. This limited the scope of participation to only those stakeholders who either read the *Federal Register* themselves or belonged to a trade association that analyzed it for them. This time, we have the opportunity to engage far more people in far more ways in helping us shape new programs and improve existing ones. Additionally, we will evaluate qualitatively the comments received during these participatory/collaborative processes. This will help the Department examine how well public engagement efforts allow USDA component agencies to anticipate the public's program delivery preferences and to meet the public's need for services.

This Flagship Initiative will become part of how we do business within the USDA and part of our continuous improvement process. OCIO is partnering with the Office Communication, which works directly with component agencies' leaders and program staff to communicate agency implementation efforts in a transparent manner and elicit stakeholder collaboration and participation.

II.J. Public and Agency Ideas

As seen in this *Open Government Plan 3.0*, USDA has created a wealth of modern media tools and *Open* techniques, and continues to master their use in bold and innovative ways, to reach out and engage with its customers, stakeholders, partners, employees and the public at large. All the while, USDA seeks to increase the number of external and non-traditional (1) sources of input to its policy and planning bodies, (2) sources of throughput to its service delivery practices, and (3) sources of output to its results assessment activities. Thus, *Opening* to increased citizen awareness (and eventual influence) the traditional "ties that bind" citizen resources (taxes, time and toil) to citizen services/outcomes (public good).

With re-energized direction in the form of the 2014 Farm Bill, the Department will promote structurally and culturally the *Open* principles – transparency, participation and collaboration – by interjecting focused and formalized *Open* discussions on the agendas of

newly formed deliberative bodies such as: the Chief Information Officer Council; its Advisory Board; the Open Data Council; and the Farm Bill Working Group.

With the upcoming (2015) USDA.gov web content platform re-design effort, the Department will be positioned to leverage open source content management to promote collaboration not just within USDA.gov, but for Agencies and their external constituents. The *Shared Enterprise Open Source Solution* initiative was kicked off in early 2014 to support the growing base of users preferring Open Source Content Management and established a framework for the Department of Agriculture to develop an open-source solution.

In addition, USDA leverages an IBM platform, *USDA Connections*, to allow for internal sharing and collaboration between multiple Agencies and Offices. This "social" platform borrows many positive aspects of Facebook and SharePoint in one web-based environment. Users can share ideas, collaborate on projects, manage files and document versioning, and develop individual communities for specific groups or projects. *USDA Connections* is accessed through a USDA eAuthentication system, allowing secure access and privacy control.

On the public side, USDA has multiple collaboration tools at its disposal. One of these tools is *IdeaJam*, which uses a web platform to post projects, datasets, initiatives, and questions, and allows for the public to comment on those "Ideas." It allows citizens to vote topics up or down, thus helping them rank issue priorities, and it allows citizens to submit their own "Ideas" for voting. *IdeaJam* is currently being provided through USDA.gov/Open.

Another tool is a Federal-Wide GSA offering, *IdeaScale*. Much like IdeaJam, this tool allows for similar functionality, while giving access on a larger scale and community of participants. USDA is actively working with GSA and *IdeaScale* to determine if a customized solution will serve the needs of our public ideation requirements. If implanted, USDA will begin using the platform in 2015.

USDA believes that Agency and Public ideas help drive us to develop better data, products and programs. Through ideation and idea contribution platforms, we can better see and understand what issues the public believes are important to them, and provide them with a direct voice into the development of these priorities.

Appendix A: USDA Open Government Program Schedule (OGP v2.0 Close)

Appendix A (OGP v2.0 Close) reports the status or progress of activities identified in USDA's earlier OpenGov Plans 1.0 and 1.1 and 2.0. Also, Appendix A, **Section 1.12**, **Open Government Plan 2.0 -- NEW INTIATIVES**, details the activities planned for implementation during the period FY 2012 through FY 2014. These are described in the narrative sections of OGP v2.0.

Most of the activities in the earlier plans (1.0, 1.1, and 2.0) have been completed, initiated or are ongoing. A small number of earlier activities have not yet been started, but are included in the OGP Implementation Plan 3.0 associated with this update. A still smaller number of earlier activities are being removed from the plan; because they were either addressed through alternative activities or modified approach, or they were originally dependent upon an external condition which never materialized.

The reported states of completion or progress shown in this program schedule include:

- **Completed**. An activity that has successfully concluded.
- **Ongoing**. An activity that has successfully started and has fully reached its intended purpose, and is expected to continue into the future.
- **In Progress**. An activity that has successfully started, but has not yet fully reached its intended purpose.
- **Not Started**. An activity that has not yet successfully started. For the OGP 3.0 version this label also means that the activity has been moved to the new OGP 3.0.
- Removed External Dependency. An activity that is removed from the plan, because an assumed external pre-condition for its launch did not materialize.

Task ID	Task Name	Responsible Organization	Completed
1	USDA Open Government Program Schedule		
1.1	USDA Open Government (OG) Organization		
1.1.1	Establish Open Government Steering Committee	USDA CIO	Completed
1.1.2	Establish Open Government Advisory Committee	Open Gov Steering Committee	Completed
1.1.3	Establish Open Government Working Groups		
1.1.3.1	Establish the Open Gov Data Stewardship Working Group	Open Gov Steering Committee	Completed
1.1.3.2	Establish the Open Gov Planning Working Group	Open Gov Steering Committee	Completed
1.1.3.3	Establish the Open Gov Communications Working Group	Open Gov Steering Committee	Completed
1.1.3.4	Establish the Open Gov Cross-Agency Working Group	Open Gov Steering Committee	Completed
1.1.3.5	Establish additional Open Gov Working Groups as needed	Open Gov Steering Committee	Completed
1.1.4	Capture plan input from OG Steering Committee	Open Gov Plan WG, Open Gov Steering Committee, Open Government Advisory Council	Completed
1.1.5	Develop plan approach for Steering Committee approval	Open Gov Plan WG, Open Gov Steering Committee, Open Government Advisory Council	Completed
1.1.7	Develop a process for OG Steering and Advisory Committee reviews and approvals (post OG planning phase)		Completed
1.2	Open Government Planning		
1.2.1	Establish Open Gov Plan Working Group Sessions	Open Gov Plan WG	Completed
1.2.2	Prepare materials, gather data	Open Gov Plan WG	Completed

Task ID	Task Name	Responsible Organization	Completed
1.2.3	Develop Open Government Plan		
1.2.3.1	Develop plan outline	Open Gov Plan WG	Completed
1.2.3.2	Publish outline to USDA.gov/open	Open Gov Plan WG	Completed
1.2.3.3	Develop draft plan	Open Gov Plan WG	Completed
1.2.3.4	Ensure alignment of the Management Initiatives identified in the USDA Strategic Plan	Open Gov Plan WG, Open Government Advisory Council	Completed
1.2.3.5	Ensure alignment with the Open Government Directive	Open Gov Plan WG, Open Government Advisory Council	Completed
1.2.3.6	Review draft plan	Open Gov Plan WG, Open Government Advisory Council, Open Gov Steering Committee	Completed
1.2.3.7	Publish draft plan	Open Gov Plan WG	Completed
1.2.3.8	Plan updates, incorporate feedback	Open Gov Plan WG	Completed
1.2.4	Publish Open Government Plan	Open Gov Plan WG	Completed
1.2.5	Develop a process for capture, sharing, and integration of ideas into Open Gov Plan	Open Gov Plan WG, Open Government Advisory Council	Ongoing
1.2.6	Develop an Open Gov Project Schedule (Work Breakdown Structure)		
1.2.6.1	Develop Open Government activities spreadsheet identifying tasks, schedules, and resources	Open Gov Plan WG	Completed
1.2.6.2	Publish Open Gov project schedule (per plan; including project schedules, milestones and specific deliverables)	Open Gov Plan WG	Completed
1.2.7	Update / Maintain Open Government Plan	Open Gov Plan WG	Completed

Task ID	Task Name	Responsible Organization	Completed
1.2.8	Update / Maintain Open Government Project Schedule (WBS)	Open Gov Plan WG	Completed
1.2.9	Resolve location of record (Data.gov vs. USA Spending vs. Recovery.gov)	Open Gov Data Stewardship WG, Open Government Advisory Council	Completed
1.3	Cultural Transformation		Ongoing
1.3.1	Incorporate Secretary's cultural transformation activities into Open Gov Plan	Open Gov Plan WG	Ongoing
1.3.2	Identify possible Open Gov cultural activities not currently in Secretary's initiative	Open Gov Plan WG	Ongoing
1.3.4	Maintain links to the activities of the USDA cultural transformation task force	Open Gov Plan WG	Ongoing
1.3.5	Develop a method to integrate departmental and Agency/Mission Area Open Gov cultural activities	Open Gov Plan WG	Ongoing
1.3.6	Make USDA policy environment, technical environment & management process more open (per OG Plan)		Ongoing
1.4	High Value Data		
1.4.1	Identify 3 high value data sets	Open Gov Data Stewardship WG	Completed
1.4.2	Publish 3 high value data sets on Data.gov	Open Gov Data Stewardship WG	Completed
1.4.3	Develop process for idea capture, identification, approval of new data sets	Open Gov Data Stewardship WG	Ongoing
1.4.3.1	Develop a calendar of new data sets and tools	Open Gov Data Stewardship WG, Open Government Advisory Council	Completed
1.4.3.2	Publish calendar of new data sets and tools	Open Gov Data Stewardship WG	Ongoing

Task ID	Task Name	Responsible Organization	Completed
1.4.3.3	Post new datasets	Open Gov Data Stewardship WG	Ongoing
1.5	Outreach		
1.5.1	Develop Open Gov Communication Plan	Open Gov Communication WG	Ongoing
1.5.2	USDA Open Government Website		
1.5.2.1	Create USDA Open Government Web site (www.usda.gov/open)	Open Gov Communication WG	Completed
1.5.2.2	Develop a process for responding to public input received on the Open Gov Web site	Open Gov Communication WG	Ongoing
1.5.2.3	Update / Maintain Open Government Web site	Open Gov Communication WG	Ongoing
1.5.2.4	Develop / Implement Open Gov Dashboard or other progress reporting mechanism (TBD)	Open Gov Communication WG	Completed
1.5.2.5	Develop a solution for integration of Open Gov progress data into Open Gov dashboard or reporting mechanism	Open Gov Plan WG	REMOVED External Dependency
1.5.2.6	Post Open Gov Dashboard data (as applicable, monthly/quarterly?)	Open Gov Plan WG, Open Gov Communication WG	REMOVED External Dependency
1.5.3	Develop a process for capturing external business improvement ideas	Open Gov Plan WG, Open Gov Communication WG	In Progress (Moved to Plan 3.0)
1.5.4	Identify opportunities for education and awareness relating to Open Government (internal / external)		Ongoing
1.5.5	Update education and outreach Web site and integrate with Open Gov online presence	Open Gov Communication WG	Ongoing
1.5.6	Participate in Open Gov workshops	Open Gov Communication WG	Completed

Task ID	Task Name	Responsible Organization	Completed
1.6	Cross-Agency		·
1.6.1	Establish a USDA advocate serving as a contact for Cross- Agency collaboration (per OG Directive)	USDA CIO	Completed
1.6.2	Identify opportunities for Cross-Agency collaboration (new programs, publishing data sets, etc.)		
1.6.2.1	Participate in Cross-Agency Open Government efforts	Open Gov Plan WG	Ongoing
1.6.2.2	Provide data set containing cross-agency information or provision of information developed from a cross-agency collaboration	Open Gov Data Stewardship WG	Ongoing
1.6.3	Lead or participate in a cross-agency Open Government activity relating to improving the health of Citizens (Healthy Kids)	Open Gov Plan WG	Ongoing
1.6.4	Promote cross-agency Open Gov discussion / participation	USDA CIO, Open Gov Steering Committee, Open Government Advisory Council, Open Gov Plan WG	Ongoing
1.6.5	Provide intellectual capital from USDA Rule Making and Policy initiatives to other agencies	Open Gov Data Stewardship WG	Ongoing
1.6.6	Participate in White House Open Government Working Group	USDA CIO, Open Gov Steering Committee, Open Government Advisory Council, Open Gov Plan WG	Ongoing
1.6.7	Lead the Open Government Green Affinity effort	Open Gov Plan WG	Removed—External Dependency
1.6.8	Participate in the Open Government Jobs Creation Working Group	Open Gov Plan WG,	Removed—External Dependency
1.7	Transparency		

Task ID	Task Name	Responsible Organization	Completed
1.7.1	Develop and utilize state-of-the-art, user-friendly technology to monitor, stimulate, and incorporate innovative uses of information		
1.7.1.1	Publish and Maintain information on eRulemaking and Recovery.gov	Open Gov Data Stewardship WG, Open Gov Communication WG	Completed
1.7.2	Identify information to be made available that can reduce the need for FOIA request (possible ref - High value Dataset tasks/Calendar)	Open Gov Plan WG	Ongoing
1.7.3	Identify and develop improvement to USDA Web sites including enhanced search capabilities	Open Gov Plan WG	Completed
1.7.4	Identify ways to improve the provision of information on USDA's planning and decision-making processes	Open Gov Plan WG	Ongoing
1.7.5	Continually educate the public by hosting public events about USDA programs, town hall meetings, and roundtable discussions	Open Gov Communication WG	Ongoing
1.7.6	Provide information regarding USDA programs and daily activities		
1.7.6.1	Publish Secretary / Deputy Sec calendar	Open Gov Communication WG	Ongoing
1.7.7	Develop a process for continuously educating the American public about the Department's programs and decision-making processes	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.8	Participation		
1.8.1	Identify methods to expand and improve the participation processes and mechanisms		

Task ID	Task Name	Responsible Organization	Completed
1.8.1.1	MyPyramid for Kids, Web-based participation strategies, Social technologies / New media	Open Gov Plan WG, Open Gov Communication WG	Completed
1.8.2	Increase public participation using a more modern planning rule		
1.8.2.1	Forest Service Planning Rule Website, Planning Rule Initiatives	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.8.2.2	Encourage employees with policy or rulemaking roles to receive training in public participation processes	Open Gov Plan WG, Open Gov Communication WG	In Progress (Moved to Plan 3.0)
1.8.3	Identify ways to build on existing outreach efforts and expand those efforts to all constituencies and key stakeholders		
1.8.4	Identify Improvements to education for employees on the public participation processes		
1.8.4.1	Develop / Implement AgLearn participation training	Open Gov Plan WG	In Progress (Moved to Plan 3.0)
1.8.5	Identify and develop Web-based communication to extend call to participation	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.8.6	Identify and develop face-to-face strategies to extend call to participation		
1.8.6.1	USDA Listening Sessions intended to collect and convey information	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.8.7	Identify and utilize technologies like Webinars, and hosting listening sessions, to ensure the Department hears from a wide and diverse audience	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.8.8	Promote USDA Service Centers and producer group forums and incorporate feedback		

Task ID	Task Name	Responsible Organization	Completed
1.8.8.1	USDA-OCIO / Farm Service Agency visits several USDA Service Centers and producer group forums		Completed
1.8.9	Identify and incorporate new participation technologies, including more user-friendly tools to reduce barriers to participation	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.9	Collaboration		
1.9.1	Develop a cultural, technical and policy environment that fosters partnerships in program and service delivery		
1.9.1.1	GovDelivery.com	Open Gov Plan WG	Completed
1.9.1.2	Workforce development (Collaboration Performance Measures, Incentives, Awards)	Open Gov Plan WG	Not Started
1.9.1.3	Develop ways to collect and share a library of collaboration successes	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.9.2	Harness the innovative ideas and know-how of the private and public sector as well as citizens to achieve our shared objectives and improve the lives of Americans		Completed
1.9.2.1	Food Safety Working Group	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.9.3	Create incentives for employee and organizational collaboration		
1.9.3.1	Proposed incentives for employees		Not Started
1.9.4	Harness the power of technology to support collaboration to enhance efficiencies and reduce process redundancies		
1.9.4.1	Apps for Healthy Kids	Open Gov Plan WG, Open Gov Communication WG	Ongoing

Task ID	Task Name	Responsible Organization	Completed
1.9.4.2	New media tools for collaboration (details??)	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.9.4.3	Quick Stats is USDA's National Agricultural Statistics Service (NASS) online self-service tool to access complete results		Completed
1.9.4.4	Establishing an electronic/virtual clearinghouse on the Department Web site	Open Gov Plan WG, Open Gov Communication WG	Removed—Internal Re-design
1.9.4.5	Geospatial tools		Ongoing
1.9.5	Utilize communication tools to reach out to a large customer / audience base		
1.9.5.1	GovDelivery.com	Open Gov Plan WG, Open Gov Communication WG	Completed
1.9.6	Promote Cross-Agency collaboration		
1.9.6.1	The Food Safety and Inspection Service and the U.S. Food and Drug Administration merged subscriber lists		Ongoing
1.9.7	Seek new partnerships and leverage existing relationships for collaboration		
1.9.7.1	The President's Food Safety Working Group. This working group is a partnership between USDA and the U.S. Department of Health and Human Services.	Open Gov Plan WG	Ongoing
1.9.8	Maximize the use of social media tools and technologies to increase collaboration amongst employees and across agencies		

Task ID	Task Name	Responsible Organization	Completed
1.9.8.1	Online self-service meeting space reservations, tool would employ Intranet resources to provide a list of all conference rooms available to employees for meetings, including their locations, reservation contact point, size, communications resources	Open Gov Plan WG, Open Gov Communication WG	Completed
1.9.9	Create an environment where collaboration is understood and encouraged	USDA CIO, Open Gov Steering Committee, Open Government Advisory Council, Open Gov Plan WG	Ongoing
1.9.10	Develop and Improve the skills and abilities of its workforce to more fully utilize existing and emerging collaborative tools.	USDA CIO, Open Gov Steering Committee, Open Government Advisory Council, Open Gov Plan WG	Ongoing
1.9.11	Establish processes to formalize departmental standards, expectations, and policies for collaboration with all stakeholders	USDA CIO, Open Gov Steering Committee, Open Government Advisory Council, Open Gov Plan WG	Ongoing
1.9.12	Develop methods to engage communities using Web- enhanced communications whenever possible to enhance collaborative working opportunities across agencies or with other stakeholders	Open Gov Plan WG	Ongoing
1.9.13	Broaden the use of collaboration and discussion tools to actively engage stakeholders and maintain open lines of communication	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.9.14	Adopt a more proactive communications focus and framework to enable the department to collaborate more efficiently with the public and across government agencies	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.9.15	Investigate best uses for new media and social technologies to improve collaboration.	Open Gov Steering Committee, Open Gov Plan WG, Open Gov Communication WG	Ongoing

Task ID	Task Name	Responsible Organization	Completed
1.10	Information Sharing		
1.10.1	Freedom of Information Act (FOIA)		
1.10.1.1	Maintain USDA's existing FOIA Web site	Open Gov Communication WG	Ongoing
1.10.1.2	Maintain USDA electronic reading room for the public to view reports and records	Open Gov Communication WG	Ongoing
1.10.1.3	Review all existing internal policy guidance and regulations relating to the dissemination of information to the public.	Open Gov Plan WG, Open Gov Data Stewardship WG	Ongoing
1.10.1.4	Consider public comment, This review will consider current legal interpretations of laws applicable to USDA that require special safeguarding of certain information	Open Gov Plan WG	Ongoing
1.10.1.5	Continue annual reports submitted to Department of Justice	Open Gov Plan WG, Open Gov Data Stewardship WG	Ongoing
1.10.1.6	Identify and pursue Open Gov efforts that could reduce the FOIA backlog or the need for FOIA requests	Open Gov Plan WG	Ongoing
1.10.2	Paperwork Reduction Act (PRA)		
1.10.2.1	TBD		
1.10.3	Section 508		
1.10.3.1	Ensure that customers and employees with disabilities have equity in the use of electronic and information technology	USDA CIO, Open Gov Steering Committee, Open Government Advisory Council, Open Gov Plan WG	Completed
1.10.4	Records Management		

Task ID	Task Name	Responsible Organization	Completed
1.10.4.1	Maintain all policies and procedures for the department's records management processes	Open Gov Data Stewardship WG	Completed
1.10.5			
1.10.5.1	Review and document the existing Congressional correspondence approach and procedures and make that information accessible to the public.	Open Gov Plan WG, Open Government Advisory Council	In Progress (Moved to Plan 3.0)
1.10.5.2	Solicit public feedback from the public on its process and procedures and incorporate improvements	Open Gov Plan WG, Open Government Advisory Council	Not Started (Moved to Plan 3.0)
1.10.6	Classified Information		
1.10.6.1	Review and improve the publically available information about the program and accessing declassified artifacts	Open Gov Plan WG, Open Government Advisory Council	Ongoing
1.10.6.2	Provide the public with a way to submit feedback regarding USDA's prioritization of information for declassification	Open Gov Plan WG, Open Government Advisory Council	Ongoing
1.10.6.3	Open the dialog across the department and with the public towards the goal of improving the declassification program and improving access to declassified information	Open Gov Plan WG, Open Government Advisory Council	Ongoing
1.11	Governance		
1.11.1	Develop the idea sharing and discovery models and incorporate to achieve and Governance process that meets the intent of Open Government	Open Gov Plan WG, Open Government Advisory Council	Completed
1.11.2	Review and develop processes and capabilities that are required to facilitate these idea generating mechanisms	Open Gov Plan WG, Open Government Advisory Council	Completed
1.11.3	Develop new processes and capabilities that enable ideas to flow across communities and agencies resulting in improved ideas as candidates	Open Gov Plan WG, Open Government Advisory Council	Completed

Task ID	Task Name	Responsible Organization	Completed
1.11.4	Develop idea discovery processes and capabilities that support feedback, reaching conclusions, and community response	Open Gov Plan WG, Open Government Advisory Council	Ongoing
1.11.5	Enable program processes to receive validation and allow the community to see the idea take shape toward real improvement	Open Gov Plan WG, Open Government Advisory Council, Open Gov Communication WG	Ongoing
1.11.6	Integrate the Open Government Steering Committee into the process to ensure the Open Government objectives are continually addressed	Open Gov Plan WG, Gov Steering Committee, Open Government Advisory Council	Ongoing
1.11.7	Develop a mechanism for participants to see their good ideas become valuable services	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.12.	Open Government Plan 2.0 NEW INTIATIVES		
1.12.1	Develop a <i>Data-Driven Agriculture Community</i> online resource to serve as a central clearinghouse for agriculture-focused individuals, groups and organizations	Open Gov Plan WG, Open Gov Communication WG	Ongoing
	Provide Agriculture Community website hosting arrangements	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.12.1.1	Engage developers and designers to "visualize" the Department's key strategic objectives and identify opportunities for rural economic, employment, and energy development	Open Gov Plan WG, Open Gov Communication WG, Agencies	Ongoing
1.12.2	Implement a <i>Virtual Office Hours</i> initiative to better engage stakeholders on specific issues, providing them opportunities to ask questions, provide input and share ideas with Department leadership.	Office of Communications	Ongoing
1.12.2.1	Leverage social media outlets – Twitter, possibly video – to conduct monthly Virtual Office Hour sessions	Open Gov Communication WG	Ongoing
1.12.2.2	Conduct one Virtual Office Hour session per month after launch	Office of Communications, Agencies	Ongoing

Task ID	Task Name	Responsible Organization	Completed
1.12.3	Launch the <i>Know you Farmer, Know Your Food (KYF) Compass</i> , a digital guide to local and regional food systems that create opportunities for new markets, new farmers, increased employment and assistance for disadvantaged farmers	Know Your Farmer Task Force, Agencies	Ongoing
1.12.3.1	Develop a KYF Mapping Tool that "visualizes" opportunities realized though 27 USDA programs supporting local and regional food initiatives	Know Your Farmer Task Force, Agencies	Ongoing
1.12.3.2	Implement a KYF engagement plan that encourages students to develop strategies for new market creation and farm production marketing	Know Your Farmer Task Force, Agencies, Office of Communications	Ongoing
1.12.4	Lead efforts through <i>Rural Council Engagement and</i> Strategic Planning to strengthen the American agricultural economy and revitalize rural communities	Open Gov Plan WG, Open Gov Communication WG	Ongoing
1.12.4.1	Facilitate through social media channels and ideation platforms a national dialogue to generate input for later discussion at Rural Council sessions	Office of Communications, Agencies	
1.12.4.2	Conduct a series of virtual chats and other outreach opportunities as forums by which citizen input will inform future rural revitalization efforts	Office of Communications, Agencies	Ongoing
1.12.5	Assist FSA develop a <i>Disaster Assistance Eligibility Tool</i> that will applicants determine which disaster program is appropriate for their particular situation	FSA, Open Gov Plan WG	Ongoing
1.12.6	Implement the Acreage Crop Reporting Streamlining Initiative (ACRPSI) that will enable farm producers to report common data once and service agencies to use many	Open Gov Plan WG	Completed