FOIA Improvement Plan
Amendment 1.1 (3/29/07)

Goal	Step	Measure	FY06 Milestone	FY07 Milestone	FY08 and Beyond Milestone
Improve Customer Service	**Monitor and improve DOI/bureau FOIA web sites using customer feedback**	**80% FOIA websites maintained and updated using best practices and customer feedback as appropriate**			*** 6/30/2008**
	Benchmark FOIA web site best practices	Select applicable best practices identified by FIT team	9/30/2006		
	Review, update and redesign web sites in accordance with DOI and the bureaus' standards	DOI FOIA web site redesigned as appropriate			*12/31/2007
	Monitor and continue to improve web sites based on customer feedback	Bureaus sites have been inspected and 75% meet improvement recommendations		9/30/2007	
Improve Customer Service	**Revise DOI Reference Guide in accordance with EO, and DOI regulations**	**Revision completed and posted to DOI FOIA website**		***8/1/2007**	
Improve Customer Service	**Develop guidance for compliance of FOIA web sites**	**Audit reveals 80% web sites meet DOI FOIA standards**			**2/22/2008**
	Develop audit guidance	Guidance published		12/29/2006	
	Conduct annual audit of all DOI FOIA web sites	Audit process initiated			10/19/2007
Improve Customer Service	**Develop on-line form for requestors to submit requests with return receipt**	**On-line request form available with return receipt for use by the public**			***12/31/2007**
	Research availability of existing forms and best practices	Research conducted	9/30/2006		
	Develop request form	Forms for use on bureau websites		** 12/15/2006 *9/30/2007	
	Require all bureaus have electronic FOIA mailboxes	Electronic FOIA mailboxes established by bureaus	9/30/2006		
Improve Customer Service	**Develop DOI on-line customer comment forum**	**Customer comment forum completed and available to the public for suggesting improvements to FOIA program**			**8/29/2008**
	Analyze feedback from customer comments	Issue guidance to improve program based on customer comments as appropriate			On-going
Improve Customer Service	**Develop frequently asked questions (FAQS) and responses**	**Responses to FAQs developed and available to the public via DOI/bureau FOIA web sites**		**3/30/2007**	
Improve Customer Service	**Provide toll free FOIA number for requesters when available (Waiver Request in Process)**	**Toll free number in service**		** 12/29/2006 *9/30/2007	
Improve Customer Service	**Initiate a customer feedback survey given appropriate funding/resources**	**Survey initiated**			**9/30/2008**

✱ Change from original plan

✱✱ Deficiency noted in FY06 FOIA Annual Report

Goal	Step	Measure	FY06 Milestone	FY07 Milestone	FY08 and Beyond Milestone
Eliminate FOIA Backlogs	**Develop bureau backlog reduction plans** **- Bureau of Indian Affairs (BIA)** **- Fish and Wildlife Service (FWS)** **- Office of Inspector General (OIG)**	*** Proposed plans reduce/eliminate backlog by FY09 (percentage is based on per year reduction of existing backlog)**	**BIA 0%, FWS 34%, **OIG 25% 9/30/2006**	**BIA 40%, FWS 67%, * OIG 0% 9/30/2007**	**BIA 40/100 % 9/30/09, FWS 100% 9/30/08, *OIG 25% 9/30/08, 50% 9/30/2009**
	Conduct reviews to identify backlog areas	Backlogs identified	5/5/2006		
	Meet w/ bureaus having large backlogs and require their submission of an elimination/reduction plan	Meetings held	5/5/2006		
	Review causes of FOIA backlogs and identify ways to eliminate or reduce	Backlog reviews completed and bureaus with large backlogs submit elimination plans	6/15/2006		
Eliminate FOIA Backlogs	**Monitor bureau backlogs quarterly and develop remedial actions if needed**	**Initiate quarterly remedial actions**	**9/30/2006**		
		Quarterly reviews completed	On-going	On-going	On-going
		Additional Bureau plans for backlog reduction if needed	On-going	On-going	On-going
Eliminate FOIA Backlogs	**Eliminate / Reduce FOIA Appeals Backlog**	**Backlog elimination or reduction achieved**	**0% by 9/30/2006**	***10% 9/30/2007**	*** 20% 9/30/2008 *30% 9/30/2009**
Build/Retain Highly Skilled FOIA Workforce	**Develop consistent FOIA personnel standards**	**FOIA personnel standards and guidance issued and implemented**			*** 7/31/2009**
	Establish team to review personnel issues and identify best practices	Team established	7/14/2006		
	Establish core competencies for FOIA processors linked to FOIA processor grade structure standards, performance evaluations and career ladders	Core competency analysis completed	9/20/2006		
		FOIA processing grade structure and career ladders developed			* 7/30/2008
		Standard PD developed		* 9/30/2007	
		FOIA Processors' performance standards developed		**11/30/2006	* 12/31/2007
		Guidance for implementation issued by DOI			* 4/30/2008
		Guidance implemented by bureaus			11/1/2008

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	Establish model FOIA performance standards for other individuals (e.g. supervisors of FOIA processors).	Performance standards developed			* 12/31/2008
		Guidance for implementation of standards issued by DOI			* 12/31/2008
		Guidance implemented by bureaus			* 4/30/2009
	Establish workload guidance for supervisors of FOIA processors & FOIA program managers for staffing purposes to include collateral duty issues pertaining to FOIA personnel	Research conducted and data gathered	9/20/2006		
		Workload guidance developed			* 10/31/2007
		Workload guidance issued by DOI			* 12/31/2007
		Guidance implemented by bureaus			11/1/2008
Build/Retain Highly Skilled FOIA Workforce	**Establish FOIA recognition program**	**First recognition awards issued**			***12/31/2008**
Build/Retain Highly Skilled FOIA Workforce	**Establish FOIA Certification Program**	**Complete certification of first group of FOIA personnel**			*** 9/30/2008**
	Develop core competencies and training required for FOIA coordinators, including criteria required for various levels of proficiency.	List of core competencies, knowledge, and training required	9/20/2006		
	Develop procedures and guidance for certification program implementation of core competencies	Procedures and guidance for program implementation issued			* 3/31/2008
	Implementation and monitoring	First group of FOIA personnel certified			* 9/30/2008
Build/Retain Highly Skilled FOIA Workforce	**Conduct required annual DOI-wide FOIA training to include session on improving customer service**	**DOI training with FOIA Officers/Coordinators and attorneys held - objectives fully met**		**6/29/2007**	**5/25/2008**
	Identify training and networking sessions for next FY as resources allow		9/15/2006	9/15/2007	9/15/2008
	Propose agenda items for training and networking		9/15/2006	9/15/2007	9/15/2008
	Evaluate Feedback from (previous year's) training			8/1/2007	8/1/2008

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Goal	Step	Measure	FY06 Milestone	FY07 Milestone	FY08 and Beyond Milestone
Build/Retain Highly Skilled FOIA Workforce	**Develop online computer based training (CBT) for FOIA**	**Online training fully developed and implemented with pilot roll out to 50% of defined audience 1st year; pass rate of 80% 1st year**			**9/30/2008**
	Identify training needs and targeted audience			* 8/31/2007	
	Define requirements			*9/28/2007	
	Research the availability of existing training materials			*9/28/2007	
	Issue RFP & evaluate proposals for a contract to develop a training module				*2/29/2008
	Award contract				*4/30/2008
	Develop training module				*7/31/2008
	Implement and monitor training				9/30/2008
Build/Retain Highly Skilled FOIA Workforce	**Establish DOI approved electronic library of training materials**	**Library of DOI approved training materials published on Intranet for training and knowledge management**			**11/30/2007**
	Issue guidance requiring that all training materials be approved by Department	Guidance approved and issued	9/30/2006		
	Establish procedures for posting and maintaining approved training materials to DOI Intranet	Procedures in place to ensure training materials are accurate, up-to-date, and consistent with all laws and regulations		3/30/2007	
Build/Retain Highly Skilled FOIA Workforce	**Establish in-house FOIA training and networking program**	**In-house FOIA training and networking program is functional**		*** 9/30/2007**	
	Write syllabus	Syllabus completed	9/22/2006		
	Establish administrative vehicle for payment through DOI University	Agreements established	9/22/2006		
	Develop training materials	Training materials completed and available for use	9/22/2006		
	Announce availability of training	Training announcements issued	9/22/2006		
Improve & Streamline FOIA Processing	**Develop recommendations for streamlining approval process and signatory authority for FOIA responses while ensuring compliance**	**Implementation of streamlined approval process in practice**			*** 12/31/2007**
		Position Paper Issued		** 12/01/2006 * 9/30/2007	
		Issue Guidance on streamlined process			* 12/31/2007

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FOIA Improvement Plan
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Goal	Step	Measure	FY06 Milestone	FY07 Milestone	FY08 and Beyond Milestone
Improve & Streamline FOIA Processing	**Make multi-track processing mandatory**	**DOI guidance updated and issued to require multi-track processing**		**11/1/2006**	
Improve & Streamline FOIA Processing	**Communicate "Lessons Learned" (LL) to FOIA staff**	**Initiate Lessons Learned and integrate with training**		**4/30/2007**	**On-going**
		Update Guidance with Lessons Learned		9/30/2007	On-going
		FOIA Tool Box with Lessons Learned established for FOIA processors and made available electronically		9/30/2007	On-going
Improve & Streamline FOIA Processing	**Explore options for streamlining SOL reviews for certain categories of information/documentation**	**Implementation of streamlined SOL reviews are in practice**			*** 3/01/2008**
		Options discussed		** 11/15/06 * 7/31/2007	
		Decision made		* 9/30/2007	
		Guidance issued			* 12/31/2007
Improve & Streamline FOIA Processing	**Develop SOL checklist of steps necessary before submitting package for SOL review**	**Checklist posted to FOIA Intranet**			*** 12/31/2007**
		SOL Checklist distributed to all FOIA Officers			* 12/31/2007
Improve Communication Consistency	**Ensure effective communication mechanisms for FOIA Officers, attorneys, program staff, and upper management to process FOIA in accordance with the law**	**Effective communication mechanisms fully functional across Department**			**12/1/2007**
	Establish DOI FOIA team to promote collaborative effort (policy, procedures, training) OCIO, bureau FOIA & SOL staff offices	Team established	8/8/2006		
	Conduct meetings/briefings with upper management to improve visibility of FOIA program	Briefings and meetings held as needed		1/26/2007 * On-going	* On-going
	Develop FOIA Intranet site	FOIA Intranet site available to FOIA personnel		12/29/2006	

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Goal	Step	Measure	FY06 Milestone	FY07 Milestone	FY08 and Beyond Milestone
	Establish mailbox whereby FOIA personnel can request guidance on specific topics	Mailbox operational		*6/30/2007	
	Develop centralized FOIA mailing list (direct line of communication)	Mailing list developed and used to distribute guidance and information to FOIA personnel	9/22/2006		
	Identify points of contact for primary program areas/offices in each bureau	List of contacts posted on Intranet w/ ongoing updates		6/30/2007	
	Publish Information Management Newsletter to include FOIA updates	Issuance of newsletter/update memorandum	9/26/2006	* On-going	* On-going
Improve Dept. Communication & Consistency	**Update DOI's FOIA regulations to include EO mandates and other required changes and issue proposed rule**	**Final rule published in the Federal Register**			**9/28/2008**
	Issue proposed rule	Proposed rule issued		9/28/2007	
Improve Dept. Communication & Consistency	**Revise DOI FOIA Handbook to include EO mandates (with particular emphasis on providing good customer service) and other required changes**	**Revised handbook posted to Intranet**			***9/30/2008**
Improve Dept. Communication & Consistency	**Develop electronic correspondence templates, including acknowledgment letters to assist in processing with emphasis on enhancing service to the public**	**FOIA officers and coordinators have full access to electronic templates *(Incorporates Goal VII "Employ Viable Technical Solutions" step and milestone from original plan)**		****12/29/2006**	***12/31/2007**
	Review and update letters in DOI FOIA Handbook, supplement where necessary	Post to DOI FOIA Intranet		**12/29/2006	* 12/31/2007
Improve Dept. Communication & Consistency	**Develop FOIA litigation highlights and update on continual basis**	**FOIA litigation highlights distributed to FOIA personnel and attorneys and posted on DOI Intranet**		*** 9/30/2007**	
Improve Dept. Communication & Consistency	**Develop procedures to evaluate Departmental FOIA program to ensure compliance**	**Compliance program fully functional**			**9/30/2008**
	Plan and develop program; Implement procedures	Additional chapter in DOI FOIA Handbook documents new compliance procedures			12/29/2007
	Develop viable schedule and checklist for conducting program compliance audits	Regular audits conducted			9/30/2008

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FOIA Improvement Plan
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Optimize Structural Organization	**Bureaus conduct reviews to determine optimal organizational structure for program effectiveness, to include: identifying alternative structural organization, evaluating associated costs, developing a cost-effective organizational recommendation, determining feasibility of multi-bureau processing centers**	**Reviews completed and report issued by bureaus to Chief FOIA Officer w/ recommendations (methodology for completing analytical program analysis is included in report)**			*** 12/31/2008**
	DOI issues guidance to bureaus/offices for conducting reviews of FOIA office structure	Bureaus begin reviews			* 6/30/2008
	Implement changes to bureau FOIA program structures as appropriate	Bureau directives updated as appropriate			* 6/30/2009
		Departmental Manual revised as appropriate			*6/30/2009
Optimize Structural Organization	**Define responsibilities of and determine final organizational structure for Requester Service Center and Public Liaison organization within DOI**	**FOIA Requester Service Centers and Public Liaisons established and contact information posted to FOIA website**	**6/2/2006**		
	Establish bureau/office FRSCs and Public Liaisons	Bureau and office FRSCs and Public Liaisons established and posted to the FOIA website	6/2/2006		
	Develop plan and submit to obtain budget approval	Approved plan for DOI Customer Service Center, funding and implementation	9/29/2006	* ON HOLD	
	Provide training to FRCs and liaisons	Guidance on roles and responsibilities issued	9/29/2006		
	Develop log for tracking incoming calls from requesters	Bureau tracking initiated	9/29/2006	* On-going	* On-going
	Develop Secretarial Order (SO)/ Departmental Manual (DM) change implementing OCIO FOIA structural change	SO/DM issued	9/29/2006	* ON HOLD	
Optimize Structural Organization	**Bureaus identify and define strategies for dealing with unexpected/unplanned FOIA workloads**	**Strategies approved and ready for action as needed**			**10/30/2008**
	Define strategies				

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Goal	Step	Measure	FY06 Milestone	FY07 Milestone	FY08 and Beyond Milestone
	Submit action plan to DOI FOIA Office that outlines strategies	Action plan presented to DOI Chief FOIA Officer			8/29/2008
Employ Viable *Technology Solutions	**Implement technology solution based on cost benefit analysis**	**Enhanced EFTS or COTS technology is deployed**		**8/29/2007**	
	Conduct cost benefit analysis	Recommendations issued	9/8/2006		
	Make decision Re: best tracking system solution	Decision made (Continue w/ EFTS)	9/29/2006		
	Implement solution in 2007	Implementation of selected technology solution begins		4/25/2007	
Employ Viable *Technology Solutions	**Establish standards for electronic redaction processing**	**Standards in place**			***4/30/2008**
	Issue Directive including use of scanning and redaction technology	Directive issued			* 4/30/2008
	Bureaus comply with technology guidance	Bureaus in compliance			*6/30/2008
Employ Viable *Technology Solutions	**Deploy desired new FOIA technology functionality for BIA and SOL**	**Solution deployed**			**4/25/2008**
	Develop recommendations for technical solution that would enable BIA and SOL to track requests electronically	Recommendations issued			11/30/2007
		Decision made			12/28/2007
		Implementation begins			4/25/2008
Employ Viable *Technology Solutions	**Complete enhancement to EFTS to facilitate bureau/office preparation of the annual report**	**Completed and in use**	**7/20/2006**		

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