U.S. Department of Transportation

OPEN GOVERNMENT PLAN

April 2012 – April 2014

Version 2.0, April 9, 2012

April 9, 2012

I am pleased to present the 2012 Open Government Plan for the U.S. Department of Transportation (DOT). This updated Plan is published in accordance with the President's January 21, 2009, Memorandum on Transparency and Open Government and the Office of Management and Budget's December 8, 2009, Open Government Directive.

Since the publication of the last Open Government Plan in 2010, DOT has made significant strides in laying the groundwork for increased transparency, participation and collaboration. We have begun institutionalizing an Open DOT culture by creating new policies, releasing more data and streamlining our Web sites. We have increased citizen participation, both in our key activities through the Regulation Room and through a series of online public dialogues. Within DOT, we have encouraged collaboration and innovation through IdeaHub, an ideation tool for DOT employees.

In this updated 2012 Open Government Plan, we have advanced our commitment to openness and engagement by focusing our efforts on new initiatives and supporting activities that create public value. We will continue to engage DOT employees, stakeholders and the public as we begin to implement the initiatives and activities proposed within this Plan. To meet the challenges of the future, DOT must continue to harness the ingenuity of the American people in new and innovative ways. With this Plan, we again embrace that vision.

Our flagship initiative is to launch a safety community on data.gov. This initiative will be an interagency project that will empower people to make informed decisions about safety. It will make safety data from various government agencies easier to find.

We believe the updated 2012 Open Government Plan reflects the evolution of open government and public engagement at DOT. I am proud of our progress, and I look forward to future innovation in the coming years through this Open Government Plan. We welcome your comments, and we encourage you to send feedback on this Plan to open@dot.gov.

Sincerely,

John D. Porcari

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Executive Summary

The President's Open Government initiative represents a significant shift in the way Federal agencies conduct business and engage the public. In its first Open Government Plan, the Department of Transportation (DOT) recognized that the Open Government initiative is about more than adopting new tools and emerging technologies—it is about effecting real policy and internal culture change to ensure that our Department truly becomes even more transparent, participatory, and collaborative, both internally and externally. Building on that strong foundation, our second Open Government Plan looks at the public engagement impact of, and public value generated by, enhancing DOT's openness.

> **Vision for an Open DOT Culture**
>
> To support our strategic goals, DOT will pursue organizational excellence through greater transparency, increased citizen and employee collaboration, and more effective public participation while managing the risks associated with openness.

DOT is pursuing a number of Open Government initiatives in the next two years. We are pleased to announce the following activities that will continue to foster openness with our employees, stakeholders, and the general public:

- **Increasing Access to Data:** DOT's flagship initiative, launching safety.data.gov, will empower people to make more informed decisions about all aspects of their safety in real-time including, but not limited to, food, crime, traffic, and consumer product safety. See **Section 3.1** for more information.
- **Data Release and Visualization:** In addition to safety, DOT will focus its data release efforts on information related to regulatory compliance and enforcement, continuing to release this high value data in open formats (see **Section 3.2** for more information). DOT will continue development of a platform that enhances data visualization capabilities (see **Section 3.3** for more information).
- **Marketing and Improving Public Awareness of DOT Programs, Information, and Opportunities:** DOT will make use of Web 2.0 tools to enhance its Transportation Investments Generating Economic Recovery (TIGER) Web site (www.dot.gov/tiger), increasing the transparency of the program's activities and results. DOT will also continue investments in social media and Web 2.0 tools, pursuing innovative uses. See **Section 3.4** for more information.
- **Promoting Meaningful Stakeholder Involvement:** Building on the success of our first Open Government Plan, DOT will continue investments in online dialogues and other tools to promote stakeholder involvement in policy development, implementation, and rulemaking. See **Section**

3.5 for more information.

- **Culture Change:** DOT is committed to building on the firm foundation we set in our first Open Government Plan. We will work to institutionalize and scale our public engagement and ideation capabilities. See **Section 3.6** for more information.

The following pages describe DOT's point of view on the links between Open Government and public engagement (**Chapter 1**); approach to developing the second Open Government Plan (**Chapter 2**); initiatives and activities, including our flagship initiative (**Chapter 3**); and retrospective review of phase one of our Open Government Plan (**Chapter 4**). We have met nearly all the commitments described in our first Open Government Plan, having built the foundation necessary to scale Open Government activities at DOT in the coming years. As with our first Open Government Plan, this Plan is a living document. As we continue on the path towards increased transparency, participation, collaboration, and innovation, we will be refining and enhancing our strategic efforts. We welcome public comments regarding the content of this Plan at open@dot.gov.

Introduction to the United States Department of Transportation

The United States Department of Transportation (DOT) occupies a leadership role in global transportation, with nearly 60,000 dedicated professionals stationed in the U.S. and around the world. The President's fiscal year 2012 budget request includes a total of $129 billion for DOT and targets the Administration's three transportation priorities of improving transportation safety, investing for the future, and promoting livable communities.

The mission of the Department is to serve the United States by ensuring a fast, safe, efficient, accessible, and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.

Since its first official day of operation in 1967, DOT's transportation programs have evolved to meet the economic demands of the nation. Today, DOT comprises the Office of the Secretary (OST), the Surface Transportation Board (STB),[1] the Office of the Inspector General (OIG), and the operating administrations (OAs):

- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Federal Motor Carrier Safety Administration (FMCSA)
- Federal Railroad Administration (FRA)
- Federal Transit Administration (FTA)
- Maritime Administration (MARAD)
- National Highway Traffic Safety Administration (NHTSA)
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Research and Innovative Technology Administration (RITA)
- Saint Lawrence Seaway Development Corporation (SLSDC)

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[1] With passage of the Interstate Commerce Commission (ICC) Termination Act of 1995 (P.L. 104-88, December 29, 1995), Congress established the Surface Transportation Board within DOT, effective January 1, 1996. Although administratively affiliated with DOT, the Board is decisionally independent and by law "shall not be responsible to or subject to the supervision or direction . . . of any other part of the Department of Transportation." (49 U.S.C. § 703(c)).

Chapter One: DOT's Open Government and Public Engagement Strategy

With over 80 percent of its budget dedicated to grants, DOT is externally focused. As a result, DOT's ability to engage effectively with stakeholders, grantees, appropriators and other partners, in addition to the general public, is critical. There are currently many low- and high-tech channels for stakeholders and the general public to engage with DOT. Most opportunities for collaboration and participation are ongoing, lending themselves to social media and Web 2.0 tools. Open Government provides an opportunity to improve collaboration not only with the general public, but also with specialized groups that have transportation interests. Since the publication of the last Open Government Plan in 2010, DOT has made significant strides to enhance public and stakeholder engagement.

> *"Public engagement enhances the Government's effectiveness and improves the quality of its decisions."*
>
> --President Obama, January 2009

DOT is committed to sharing information and data to encourage opportunities for public feedback, creating opportunities for public participation in the business of DOT, and building opportunities for collaboration and coordination. This commitment is illustrated by the Public Engagement Model that DOT embraced in 2011 (see **Figure 1**).

DOT'S PUBLIC ENGAGMENT MODEL

SHARE information and data

GATHER collective insights, knowledge, expertise and experiences

INVITE input on DOT issues, including policies and programs

BUILD opportunities for collaboration and coordination

CORE VALUES: communication, accountability, accessibility, diversity
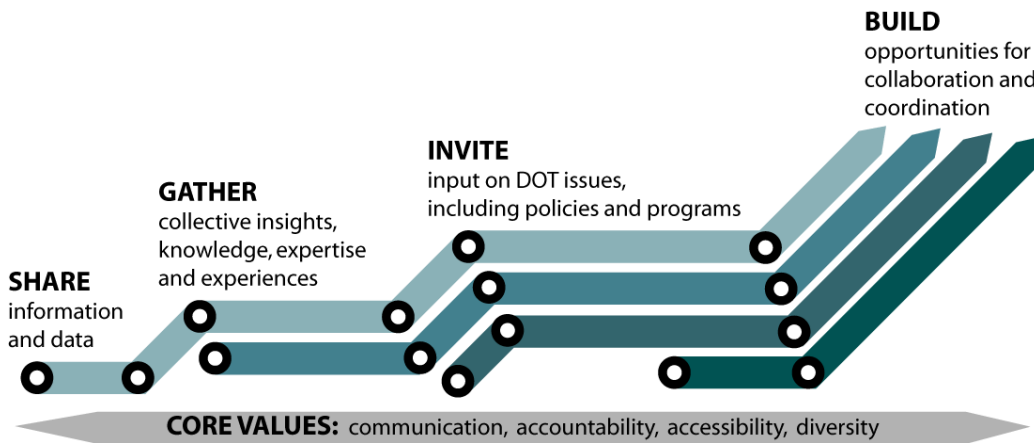
Figure 1: DOT's Public Engagement Model

This model closely follows the principles of transparency, participation, and collaboration as articulated in the Open Government Directive and also the goals articulated in DOT's first Open Government Plan,

which included:

- **Increase Agency Transparency and Accountability by:**
    - Presenting in a clear manner DOT information about programs and objectives; and
    - Continuing to release DOT data in a timely manner by proactively making it available online in consistent, open formats, while ensuring accuracy and protecting privacy, security, and confidentiality.
- **Apply Citizen Knowledge Through Participation to Government Service by:**
    - Maintaining commitment to collecting and responding to public input on DOT policies and programs in innovative ways; and
    - Continuing to create opportunities for public participation in problem identification and idea generation.
- **Encourage Collaboration and Innovation by:**
    - Enhancing collaboration with other Federal agencies, the private sector, and other non-government organizations in providing mission-related services; and
    - Enhancing efforts to stimulate innovation from DOT data and information.
- **Institutionalize an Open DOT Culture by:**
    - Encouraging commitment to Open Government principles at all levels;
    - Encouraging a cross-modal, interdisciplinary, collaborative, and engaged workforce through enhanced communication, governance, and guidance regarding Open Government tools and programs; and
    - Maintaining commitment to data-driven DOT decisionmaking, by increasing employee awareness of DOT data and information.

The model illustrated in **Figure 1** highlights the goals and objectives articulated in the first Open Government Plan and recognizes that those principles build upon each other to foster effective public engagement in decisionmaking and service delivery. Furthermore, there are increasingly more tools available to DOT to engage across the spectrum illustrated in **Figure 1**. Some of these tools (listed in **Table 1**) are technology-based, whereas others are an approach or methodology. Many of the tools identified in **Table 1** have a long history at DOT while others are much newer. For the purpose of this Plan, DOT is committing to advancing the use of several of the newer tools for engagement (listed in bold in the table below), which include: the data.gov Web site and open data communities; DOT Web sites and data visualization; social media; Web-based online dialogues; regs.dot.gov; collaboration with coalitions and industry partners; and collaborative workspaces.

Strategy	Sample Tools
SHARE Information and Data	• Blogs • **Social Networking Sites (e.g., Facebook, Twitter) and new media** • Smartphone apps • Federal Register (e.g., NPRM, Guidance) • Presentations, Briefings, and Exhibits at National/State/Regional/Local Meetings • Webinars, Webcasting, Podcasting and Livestreaming • Publications (e.g., Dear Colleague letters, Reports) • **Data.gov Web site and Open Data Communities** • **DOT Web sites (including www.dot.gov/open) and Data Visualization**
GATHER Insights, Knowledge, Expertise and Experiences	• **Social Networking Sites (e.g., Facebook, Twitter)** • Phone or In Person 1:1 Meetings, Focus Groups, and Small Group Discussions • Advisory Groups (e.g., FACA) • **Web-based Online Dialogue** (e.g., United We Ride (UWR), DOT Strategic Plan, etc.) • Structured/Facilitated Conversations • Summits on Targeted Topics (e.g., Distracted Driving Summit) • Town Hall Meetings • Workshops/Charrettes • Webcasting/Streaming During Live Events
INVITE Input on DOT Issues, including Policies and Programs	• Electronic Docket (regulations.gov) • **www.regs.dot.gov and Web 2.0 in Regulations** • Roundtables (e.g., Reauthorization, Disadvantaged Business, Great Lakes Revitalization) • Public Hearings • Negotiated Rulemaking • Regulation Room (e.g., Cornell University/NPRM process)
BUILD Collaboration and Coordination	• **Collaboration with Coalitions and Industry Partners** • **Collaborative Workspaces (including Wiki and SharePoint) with External Stakeholders** (like transportationresearch.gov) • Committee/Workgroup Participation • Ombudsman Programs • Online Mash Ups (e.g., visual DOT) and Tools (e.g., Every Day Counts, IdeaHub) • Research and Development • Self-Assessment Tools (e.g., UWR Framework for Action) • Tool Kits (e.g., Safe Routes to School, Every Day Counts, etc.)

Table 1: Select Tools for Public Engagement

Section 1.1: Tools for Enhancing Transparency, Public Participation and Collaboration Opportunities at DOT

This section describes the priority engagement and Open Government tools for DOT for the next two years. **Chapter 3** will describe broad initiatives and specific activities that leverage these tools to make DOT more transparent, participatory and collaborative.

Section 1.1.1: Data.gov Web site and Open Data Communities

DOT has been an active participant in the data.gov initiative. The strategies outlined in our first Open Government Plan align with the requirements of the Open Government Directive and have been at the core of our open data efforts over the last two years. DOT remains committed to:

- Driving innovation by tapping into the ingenuity of the American people;
- Increasing agency accountability; and
- Solidifying the connection between the Department's services and individual citizens, businesses, governmental bodies, universities, and other non-government organizations.

DOT has published its data inventory, developed guidelines for prioritizing data release, released 707 datasets on data.gov, and issued a regulatory enforcement and compliance plan that was recognized as an excellent example of transparency in government. DOT's customer service plan includes a signature initiative that is responsive to public feedback, focuses on releasing enforcement and compliance data in modern formats, and encourages of novel presentation and reuse.

DOT has established a policy that any dataset published online should also be published to data.gov, and continues to make progress in enforcing this requirement. One way DOT is encouraging compliance with this directive is through participation in data.gov communities. For

> *"Every agency should create a public list of their data (and a plan to improve it) that is at least as comprehensive as what DOT prepared. Every agency should be a responsible steward of its public information, and the first good faith step in taking that responsibility is to publicly define what datasets the agency is responsible for, and to publicly define the steps that should be taken to improve them."*
>
> *-John Wonderlich, Sunlight Foundation*

example, DOT data can be found in the law community, and DOT is taking the lead in developing a safety community on data.gov (see **Section 3.2.3** of this Plan). DOT is also committed to continuously improving the utility and availability of its regulatory enforcement and compliance information (see **Sections 3.2.1** and **3.2.2** of this Plan).

Section 1.1.2: DOT Web sites and Data Visualization

DOT has a long-standing commitment to not only make data available but to also tell the story surrounding its data through data visualizations. For example, the Bureau of Transportation Statistics provides information-rich visualizations through its Web site. In the last two years, DOT has taken steps to make new visualizations available on a wide variety of topics:

- Through the Partnership for Sustainable Communities site, it is now possible to see the impact that the Department of Housing and Urban Development (HUD), DOT, and the Environmental Protection Agency (EPA) are having in communities across the U.S. using a map.
- Building on that new feature, DOT also makes information available about the community impact of its Transportation Investments Generating Economic Recovery (TIGER) site.
- The Federal Highway Administration provides unprecedented visibility into the impact of the American Recovery and Reinvestment Act (ARRA) investments through the Recovery Act Data System Map Viewer.
- The Research and Innovative Technology Administration has launched a new tool to visualize State Transportation Facts and Figures.
- DOT has the highest number of high priority infrastructure projects available on the Administration's Permits and Reviews Dashboard.

Each of these sites tells a different story – providing transparency and information on impact, process, and results across a wide range of programs at DOT. In the coming two years, DOT will continue to build its Web-based capacity for visualization by enabling new capabilities at a central point of access, providing for greater transparency into the process and results of the TIGER program through the TIGER Web site, and enhancing the way performance information is communicated. See **Sections 3.3** and **3.4** for more information.

Section 1.1.3: Social Media

DOT recognizes that through new media opportunities such as blogging, webcasting, Facebook and Twitter, the Department's message can be further amplified. New media tools can be used to gather insights, knowledge, expertise and experiences. These tools give DOT an opportunity to invite input on DOT issues, including policies and programs, while building opportunities for collaboration and coordination.

After the publication of the Open Government Plan in 2010, DOT developed a comprehensive social media strategy to lay the groundwork for appropriately leveraging social media at DOT, managing risks and establishing guidelines and expectations around official, professional, and personal use. As a companion to the policy, DOT launched a Web 2.0 catalog for employees to find information about which tools were available for use and how to go about getting an official account approved.

Throughout 2012, 2013 and 2014, DOT is committed to using new and social media in innovative ways to share information with the general public and our stakeholders, and to gather further insights, knowledge, expertise and experiences from those outside our walls. Specifically, in 2012 and 2013, DOT will launch several new social media accounts to better encourage collaboration and increase engagement, including:

- A DOT Twitter Account (in addition to the @raylahood account)
- A DOT Facebook Account (in addition to the Ray LaHood account)
- A DOT Pinterest Account
- A DOT Tumblr Account

DOT intends for these channels to be more engaging than the existing channels, which have been used primarily for broadcast purposes. See **Section 3.4.3** for more detail about this effort.

> **Social Media at DOT**
>
> The Secretary's social channels continue to expand with 31,000 Twitter followers (@RayLahood) and more than 9,000 Facebook friends. The Secretary's Fast Lane blog is wildly popular with readers, reaching over 1,800,000 page views. Further DOT operating administrations have expanded their social presence to include:
>
> - Federal Aviation Administration: Facebook Account (12,000+ friends), Twitter Account (16,273 followers) and YouTube Account.
> - Federal Highway Administration: Facebook Account (1,270 friends) and YouTube Account
> - Federal Transit Administration: Twitter Account (8,300 followers) and YouTube Account
> - NHTSA: Twitter Account (7,239 followers)
>
> The following campaigns have also been introduced on social media since 2010:
>
> - FAA Safety Briefing: Twitter Account (7,646 followers)
> - Buzzed Driving is Drunk Driving: Twitter Account (4,869 followers)
> - Child Passenger Safety: Facebook Account (9,340 friends) and Twitter Account (7,775 followers)
> - Distraction.gov: Facebook Account (1,264) and Twitter Account (2,900)

Section 1.1.4: Web-based Online Dialogues

Online dialogues are an effective way to gather insights, knowledge, expertise and experiences about specific issues. Some of the benefits from online dialogues we have found include:

- Diversifying the participants in the dialogue
- Encouraging wider geographic representation
- Proactively making comments transparent that previously would have been collected by e-mail

As proposed in its first Open Government Plan, DOT has increased the use of Web-based dialogues significantly in the past two years, including:

- A transparent IdeaScale dialogue on DOT, FAA, and FMCSA Strategic Plans, which normally would have been operated through the Federal Register, and a docket on Regulations.gov. Over the 4-week course of the FAA dialogue, almost 500 users engaged, sharing over 200 ideas, more than 300 comments, and casting over 1200 votes.
- Targeted dialogues on a wide range of topics:
  o Issues facing women in blue-collar transportation careers [see **Figure 2** and report]
  o Regulatory Review
  o Digital Transportation Exchange
  o Environmental Justice
  o Motorcoach Safety

In the next two years, DOT will continue to use Web-based dialogues as an important component of policy making activities and stakeholder coordination. See **Section 3.5.2** for more detail about this program.
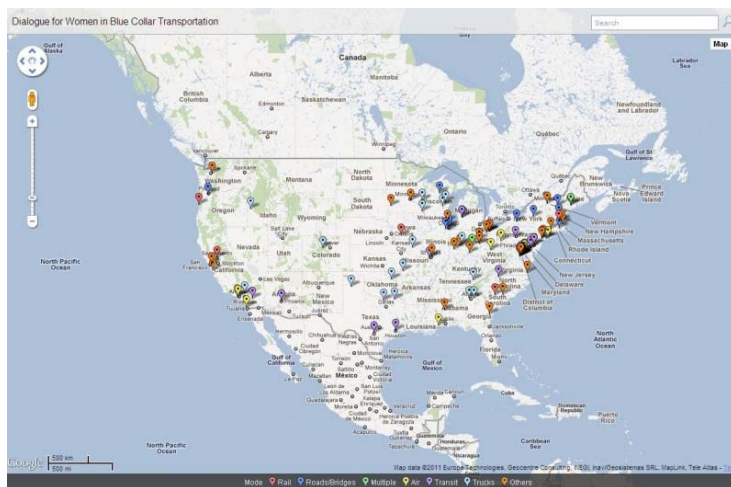
Dialogue on Women in Blue-Collar Transportation Careers

As a supplement to a June 2011 roundtable, DOT held a 4-week online dialogue, focusing on the topics of image, recruitment and retention of women in blue-collar transportation careers.

Dialogue participation spanned the nation, garnering 178 individual participants, who collectively offered 49 unique ideas, 143 comments, 614 votes and diverse career representation.

Figure 2: Dialogue for Women in Blue-Collar Transportation Careers, Map of Participation

Section 1.1.5: Regs.dot.gov and Web 2.0 in Regulations

Rulemaking and policy formulation are important DOT functions with a long history of innovation. From negotiated rulemaking to leveraging social media to engage interested parties, DOT has been a leader in thinking about new ways to harness advances in technology in the rulemaking process. For example, we held a "listening session" for FMCSA's hours of service rule, in addition to accepting written comments (see callout box at right).

For information about efforts we have taken to date to streamline the rulemaking process, please visit regs.dot.gov.

For the next two years, DOT commits to build upon these successes to ensure the rulemaking process is even more accessible to impacted and interested parties. For example, in 2012 DOT will provide a single online source for the public to view all DOT rulemakings, for all modes, that have open comment periods through a series of enhancements to regs.dot.gov. See **Section 3.5.4** for more detail about this effort.

> **FMCSA Hours of Service Rule**
>
> In the midst of a comment period, FMCSA broke with tradition and held a "town hall" listening session, providing a conference call bridge that allowed affected parties to share their comments in a new and innovative format. The bridge was open for an extended period, providing the broadest possible time period for over-the-road drivers to call in and express their point of view. DOT has piloted four rules through the Regulation Room in the last two years, garnering over 36,000 unique visitors and about 1,400 registered users. The vast majority of users had never commented on a rulemaking before.

Section 1.1.6: Collaboration with Other Agencies, Coalitions and Industry Partners

Working with partners is critical to achieving DOT's mission. DOT has a history of strong working relationships with industry coalitions, other Federal, State and local agencies, and other industry partners, and we will continue to work closely with those organizations to improve the state of our nation's transportation system. In the past year, we have co-hosted roundtables and events on a variety of issues with a variety of partners, including:

- A Transit Apps Roundtable co-hosted by the White House
- A sustainable communities code-a-thon co-sponsored by DOT, EPA and HUD, called Code for Livability

The Partnership for Sustainable Communities, which includes HUD, DOT, and EPA, held the first Code for Livability in Washington, DC, on January 22, 2012. This unique code-a-thon started with a lively discussion on the issues facing agencies that are working to create more sustainable communities. By

generating the data to help planners build sustainable communities; enhancing existing sustainability applications with additional data; and building new sustainability applications that help individuals, businesses, and governments make more educated choices on livability, employment, and leisure, the day's attendees collaborated with policymakers as never before on the issues that we all care about.

To continue our commitment to work in partnership to achieve our mission, the American Public Transportation Association (APTA) will conduct a survey this year to gather feedback from the transit industry about the state of open transit data. After APTA releases the results to the public, the Federal Transit Administration (FTA) will study the results to identify the benefits of and hurdles to open data programs across the U.S. and to inform future efforts on encouraging open transit data nationwide. See **Section 3.5.1** for more detail about this program.

Federal Highway Administration Every Day Counts

Our society and the highway industry face an unprecedented list of challenges. We need to work more efficiently and the public wants greater accountability in how we spend their money. We need to find ways to make our roads safer. And we have an obligation to help preserve our planet for future generations. But it's not enough to simply address those challenges. We need to do it with a new sense of urgency. It's that quality— urgency—that we have tried to capture in the Federal Highway Administration's initiative, Every Day Counts (EDC). To read more about EDC's successful project implementations to date, see the effort's Web site at www.fhwa.dot.gov/everydaycounts/index.cfm.

"EDC is designed to identify and deploy innovation aimed at shortening project delivery, enhancing the safety of our roadways, and protecting the environment. These goals are worth pursuing for their own sake. But in challenging times, it's imperative we pursue better, faster, and smarter ways of doing business."

Victor M. Mendez -FHWA Administrator

Section 1.1.7: Collaborative Workspaces

Over the last few years, DOT has recognized a need to leverage online collaborative workspaces with our stakeholders and customers. We have started with efforts such as RITA's TransportationResearch.gov (see callout box), and we continue to make progress in this area. For example, in the past, the webinar software required to participate in GSA training courses (GoToMeeting) was not available for us by DOT employees in collaborating with other agencies or stakeholders. This year, in response to an idea submitted on DOT's IdeaHub platform regarding DOT's Open Government Plan, DOT made this collaborative software available to its employees for the first time. This technology solution, in addition

to other programmatic decisions throughout the Department, will increase DOT's ability to leverage collaborative workspaces when coordinating with our stakeholders.

The next two years will see an increased commitment from DOT to create, encourage and support collaborative workspaces. For example, in 2012 FTA will provide technical assistance and grant money to local entities to help them:

- Conduct local dialogues on disabled veterans' transportation options
- Create collaborative workspaces between local stakeholders to address specific, local issues

This capacity building at the local level will help improve collaboration on transportation planning issues through technology. See **Section 3.5.3** for more detail about this effort.

TransportationResearch.gov

TransportationResearch.gov (TR.gov) is a Federal networking/collaboration site for transportation professionals hosted by RITA. TR.gov was designed and built to foster collaboration and networking within the transportation community. TR.gov has been live for two years now but has just been upgraded to the latest collaboration software. The site currently includes 14 subject-specific research clusters and four knowledge sharing networks managed by RITA and the Everyday Counts site managed by FHWA. FHWA's Knowledge Network site is in the process of being migrated to TR.gov.

Migrating to the newest software has allowed RITA to implement a MySite feature which allows transportation professionals to network and share information about themselves, their credentials and interests. In addition a more powerful search capability allows users to find information posted to any of the TR.gov sites. The site is open for viewing by anyone visiting, while registration is required to contribute.

Section 1.2: Other Opportunities for Participation and Collaboration with DOT

The list in **Table 2** below contains other examples of current opportunities to participate and collaborate with DOT, categorized by OA:

OST:	Secretary's "On the Go" Video and Question and Answer Series The public submits questions via social media and Secretary LaHood answers in a YouTube video.
DOT:	Regulation Room On the site for DOT's 2010 flagship initiative, the general public can read and discuss plain language versions of select Notices of Proposed Rulemaking (NPRMs).

FAA:	FAA Mobile Provides quick access to popular FAA.gov tasks for aviation enthusiasts on-the-go. You can look up N-numbers, find Advisory Circulars, browse airport delays, report on wildlife strikes and more.
FHWA:	Every Day Counts Ideas are shared by State, local and private sector partners to shorten project delivery or accelerate technology and innovation deployment.
FMCSA:	SaferBus app This app, developed by FMCSA, allows easy access to bus safety information and a one-touch process to start filing a complaint (available through the iTunes store).
FRA:	Fostering a Safe Railroad Environment Nationwide Offers links to some of the more prominent safety programs and forums with opportunities for public participation.
FTA:	Notices of Funding Availability Posts all opportunities for funding as they become available.
MARAD:	Adopt-A-Ship Program Provides the opportunity for a school classroom (5th-8th grade) to adopt a ship of the American Merchant Marine and exchange correspondence with it.
NHTSA:	NHTSA Distracted Driving Study Conducting a national telephone survey on driving habits and attitudes related to distracted driving.
PHMSA:	Stakeholder Communications Provides State-by-State pipeline profiles.
RITA:	TransportationResearch.gov Federal networking/collaboration site for transportation professionals hosted by RITA.
SLSDC:	The St. Lawrence Seaway: Gateway to North America Binational site of the Great Lakes St. Lawrence Seaway System.

Table 2: DOT Participation and Collaboration Opportunities

Chapter Two: Developing DOT's Second Open Government Plan

DOT took a different planning approach for the 2012 Plan than we did for the 2010 Plan. In 2010, the Department had many policy, cultural and technology barriers to overcome to lay the groundwork for increasing transparency, participation and collaboration in our daily work as described in the Open Government Directive. DOT developed a framework (see **Figure 3**) that helped us comprehensively analyze and address those barriers. From 2010-2012 DOT made significant progress towards laying the groundwork for openness. Consequently, for the 2012 Plan, we decided to leverage that groundwork and focus our planning efforts on specific, new initiatives and the public value they would create.

Assess: Understand the current state

Plan: Determine direction and tie strategies to outcomes

Implement: Make change

Measure: Monitor changes in performance metrics

Improve: Iterate on the plan and approaches to improve performance
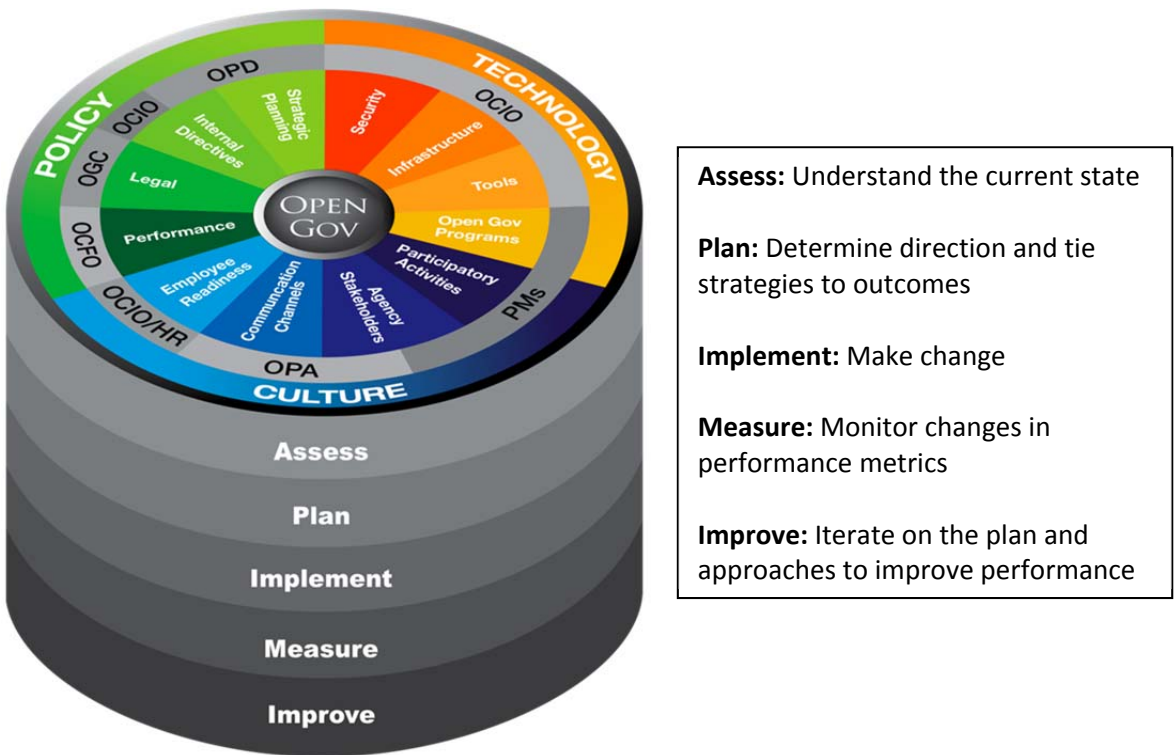
OCIO: Office of the Chief Information Officer	**HR:**	Human Resources
OPD: Office of Policy	**OPA:**	Office of Public Affairs
OGC: Office of General Counsel	**PMs:**	Program/Project Managers
OCFO: Office of the Chief Financial Officer		

Figure 3: DOT Open Government Framework

The process we used to develop the 2012 Plan, which was focused on looking at the public value of our Open Government related activities, is illustrated by **Figure 4**. To do this, we used a planning approach

called the Public Value Assessment Tool (PVAT), created by the Center for Technology in Government (CTG) at the University at Albany, SUNY. While the concept of public value is not new and DOT has invoked value analysis as part of its decisionmaking processes, the PVAT represented a new opportunity to systematically assess the public value of DOT's Open Government efforts. DOT sought ideas from multiple sources for activities to include in the Plan that would align with the goals of Open Government. Ultimately, these activities were grouped into similar categories, and prioritized to select our flagship initiative for 2012-2014. The following section will describe in more detail how ideas for activities were sought, how activities were assessed for public value, and how our flagship initiative was selected.
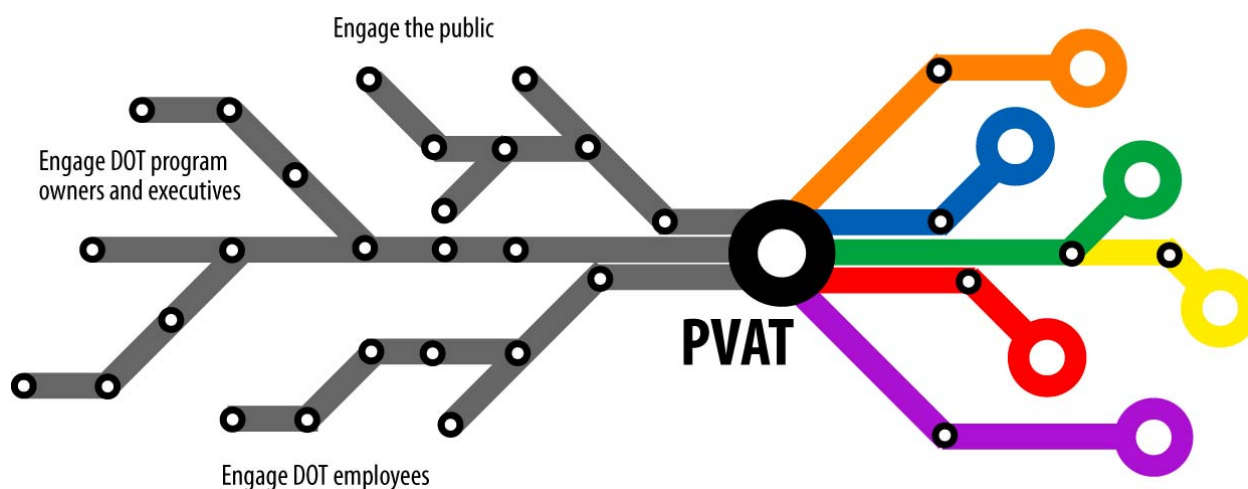
Figure 4: DOT's 2012 Open Government Planning Approach

Section 2.1: Seeking Ideas for Open Government Activities

The following section describes how ideas for activities to include in the Plan were sought from three primary sources:

- DOT employees as a whole
- DOT stakeholders and the general public
- DOT program managers and executives

Section 2.1.1: Engaging DOT Employees

The process used to engage employees in the planning process is illustrated by **Figure 5** below.
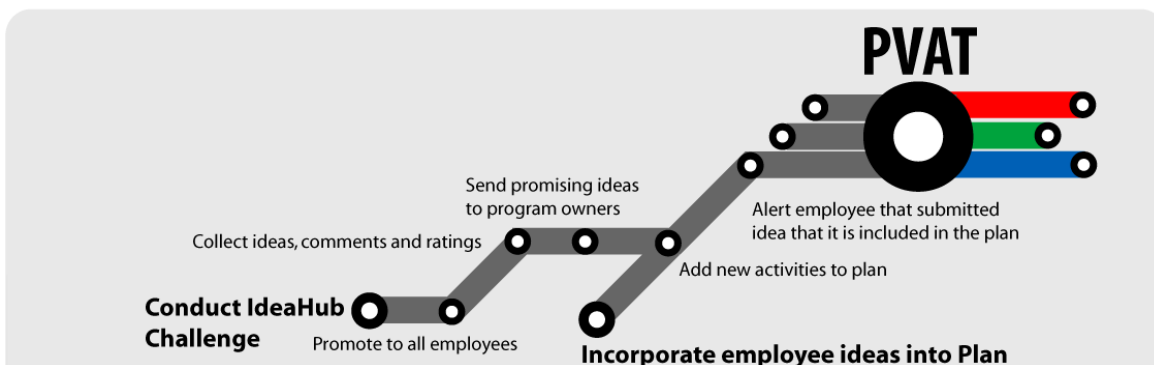
Figure 5: Process for Engaging DOT Employees

To adhere to the principles of transparency, participation, and collaboration with almost 60,000 DOT employees from across the country in this planning process, DOT used two collaboration platforms to engage directly with employees:

- DOT's IdeaHub platform, a DOT-wide ideation platform launched after publication of the first Open Government Plan
- DOT's intranet

IdeaHub

IdeaHub is a robust ideation platform that allows ideas to be submitted, allows employees to see and vote on those ideas, and encourages employees to comment on and refine each other's ideas. In January 2012, DOT launched a Department-wide challenge for employees asking, "What new approaches and technologies can DOT use to be more transparent, participatory, and collaborative with stakeholders and the public?" This call for ideas was issued by the Secretary and was open for discussion for several weeks. Seventeen ideas and 44 comments on those ideas from across the Department were submitted in response to this challenge. Several of the ideas submitted were already current activities in the Department, including leveraging social media to amplify Departmental messages and releasing the methods for analyzing survey data in addition to the survey data itself. Some ideas were ready for immediate implementation—for example, permitting the use of GoToMeeting and other collaborative software within DOT. Within weeks of that idea being submitted, the DOT Office of the Chief Information Officer (OCIO) investigated and approved

> As articulated by one employee on IdeaHub, DOT often goes above and beyond prioritizing transparency with its datasets. For many of its surveys, RITA discloses survey/census methods to the public as well so that users of the data can be fully informed of the potential strengths and weaknesses of the data collected, and can thus make informed decisions about claims being made based on the data. For an example, see the Commodity Flow Survey: www.bts.gov/publications/commodity_flow_survey/

GoToMeeting for use within DOT on a per-request basis. Several of the other ideas align with many of the initiatives and activities detailed later in this Plan, such as the effort to use new collaborative workspaces and forums to better engage stakeholders.

DOT Intranet

Taking advantage of SharePoint's ability for immediate site development, the DOT OCIO set up sites for teams to openly collaborate during the Plan drafting process. A number of methods were employed to promote collaboration, transparency, and participation:

- The Open Government sites were set up to allow transparency into the Open Government team's mission, goals, discussions, and work, but restricted day-to-day collaboration and document editing only to team members
- Document libraries were created to store and display the team's final work products for all DOT employees to see.

Section 2.1.2: Engaging the Public

The process used to engage the public in the planning process is illustrated by **Figure 6** below.
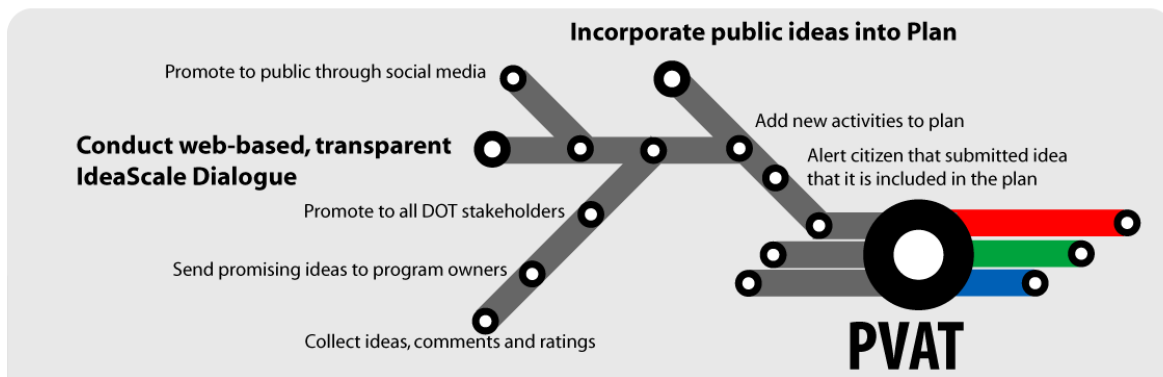
Figure 6: Process for Engaging the Public

Recognizing that many great ideas do not come from within our own walls, DOT also sought ideas from our stakeholders and the general public, in adherence with the Open Government Directive. To do this, DOT leveraged IdeaScale, an online public dialogue platform, to ask for the public's ideas for activities to include in the Open Government Plan. Specifically, DOT used IdeaScale to solicit ideas on:

Dialogue for first plan:
www.opendot.ideascale.com

Dialogue for second plan:
www.opendot20.ideascale.com

- New approaches and technologies that would enable DOT to be more open, efficient and save taxpayer money

- Additional information and high-value data we could provide to be more accountable, improve knowledge of our policies and programs, and create economic opportunity
- Specific opportunities to further encourage two-way conversations with stakeholders and members of the public to share ideas and expertise to improve our policies and programs

To promote this dialogue, we leveraged the @raylahood Twitter channel as well as our formal stakeholder networks. We received a total of seven ideas. Most of those ideas focused on issues individuals with disabilities confront in transportation, and on industry collaboration ideas.

DOT's use of the IdeaScale citizen engagement tool was an excellent opportunity to employ the Open Government principles of transparency and collaboration during the development of our Open Government Plan. As detailed in **Chapter 3**, DOT is actively pursuing using online engagement tools to solicit public feedback during the development other DOT plans, such as DOT and Operating Administration (OA) level strategic plans.

> One IdeaScale user suggested DOT create a central DOT repository for state collected closure and detour data to help travelers plan routes or pull over to be safe. In some parts of the country this is already done, like the I-95 Corridor Coalition which feature real time travel info. Further, the FHWA has been working for over a decade with stakeholders in the public and private sector, and AASHTO among other associations, to provide more regionally based information. In the future, FHWA's 23 CFR 511 regulation will require states to make traffic and travel conditions information available for use by any entity.

Section 2.1.3: Engaging DOT Program Owners and Executives

The process used to engage DOT program owners and executives in the planning process is illustrated by **Figure 7** below.

Figure 7: Process for Engaging DOT Program Owners and Executives

Since 2010, the DOT Open Government team has actively supported an Open Government Executive Steering Group (OGESG). This group of executives and champions from across the Department has acted as the primary advisory body to the Deputy Secretary on all initiatives relating to Open Government. Membership spans all disciplinary fields (e.g., policy, legal, business, technical) and operating administrations (FAA, FTA, OST, etc.). Executive sponsorship from across the Department helped sustain agency-wide attention to Open Government activities throughout the planning period. This group was actively involved in the crafting of the second Plan and met several times to discuss the approach, review progress and share recommendations with the Open Government team.

In accordance with the Open Government Directive and subsequent guidance from OMB, three senior accountable officials for DOT were selected. Those officials are:

- Open Government: Kristen Baldwin, Resource Management Director, Office of the Chief Information Officer
- Financial Quality: Chris Bertram, Assistant Secretary for Budget and Programs/CFO
- Plain Writing: Carol Darr, Director, Executive Secretariat

In addition to engaging the OGESG, DOT went through an extensive process internally to identify potential activities with high public value to include in the Plan. The Open Government team met one-on-one with program owners from across DOT to identify future activities aligned with Open Government principles and brainstorm about new activities that would both further program goals and leverage the benefits Open Government approaches can provide. Over 20 activities were identified through this method of engagement.

Section 2.2: Assessing Proposed Activities and Selecting a Flagship Initiative

All of the ideas collected through the public engagement, employee engagement and program office engagement activities were considered for inclusion in the Plan. Of the nearly 50 concrete ideas that were submitted, almost half were advanced to the assessment phase. This was based largely on whether a logical program owner for the idea could be identified. Those activities that made it to the assessment phase were run through the PVAT process to better understand the potential public value. Once the individual project assessments were complete, like activities were grouped into initiatives, and flagship initiative candidates were selected. The information from the PVAT analysis was one of several pieces of information that went into decisionmaking. The following sections describe the entire process in more detail.

Section 2.2.1: The Public Value Assessment Tool (PVAT)

DOT leveraged individual PVAT assessments to create a portfolio view of DOT's Open Government Plan. The Center for Technology and Government (CTG) at the University at Albany, SUNY created the PVAT to support government agencies in decisionmaking and planning in order to develop public value-rich Open Government plans. The PVAT takes agencies through a process designed to answer the question, "Does our Open Government program, taken as a whole, optimize resources and capabilities, while meeting our mission and delivering maximum public value to our stakeholders?" In applying the tool, CTG worked with DOT in a group planning process designed to examine each proposed initiative being considered as part of an the DOT Open Government portfolio. Each proposed initiative was considered from a stakeholder and public value perspective. This new understanding of each initiative was then used to inform decisions about the elements of our overall Open Government portfolio and Plan.

> *"The PVAT forced us to think about the commitments we were making in the context of the value – we continually asked the question, 'What is the public value of each of our efforts and who is impacted?' Having gone through this process, our plan is much more focused on why these activities matter to our stakeholders and will position us better to succeed when we implement them."*
>
> -Kristen Baldwin, DOT's Senior Accountable Official for Open Government

Using the PVAT process, DOT developed both in-depth qualitative public value statements and overall activity summary judgments—both of which are essential inputs to overall agency decisionmaking for Open Government planning. The PVAT process was then used to help describe the value of the set of activities considered for inclusion in DOT's Open Government Plan, as a portfolio. The PVAT process

played a role in helping to frame the priorities of the Plan and the value of those initiatives to the public.

Section 2.2.2: Grouping Activities into Initiatives

The PVAT analysis also helped DOT group like activities into broader categories of initiatives that align with DOT's Open Government and public engagement goals. Thirteen specific activities were grouped into five high level initiatives that are described in the **Figure 8** and **Table 3**, below. **Chapter 3** will describe each of these activities in detail and share the public value insights gained through the PVAT process.
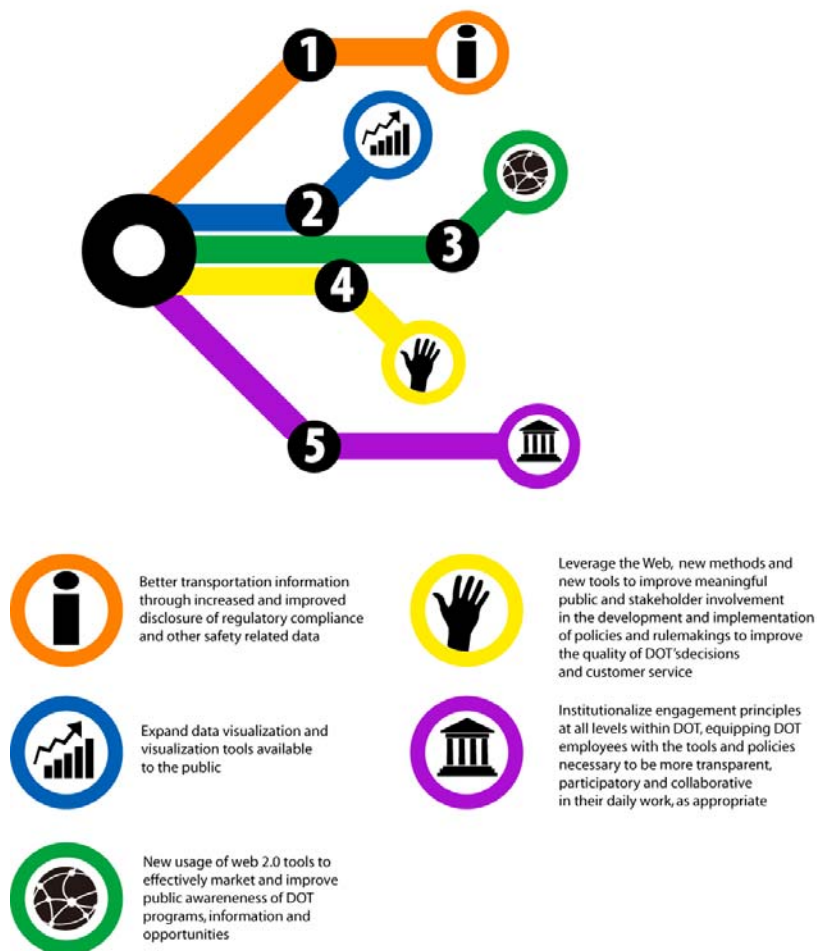
Figure 8: DOT's 2012 Open Government Initiatives

DOT Open Gov Goal	Initiative	Activity
1: Increase Agency Transparency and Accountability	1: Better transportation information through increased and improved disclosure of regulatory compliance and other safety related data	*Safety.data.gov* • Establish a safety community on data.gov. One-stop shop for safety data for all agencies • Raise the profile of safety as a national health issue
		PHMSA Regulatory Enforcement and Compliance Data Interoperability • Evolution of the HAZMAT Intelligence Portal and Pipeline Data Mart to provide unified access to the various fragmented datasets, including the ability to link via common identifiers
		Regulatory Enforcement and Compliance Plan • Continue meeting commitments in the DOT Regulatory Enforcement and Compliance Plan
	2: Expand data visualizations and tools available to the public	*visualDOT* • Create a platform to place all DOT visualizations, be a central place for public to see data, and reduce servers
	3: New usage of Web 2.0 tools to effectively market and improve public awareness of DOT programs, information and opportunities	*New Social Media Tools* • Launch several new social media accounts including a DOT Facebook and Twitter • Expand tools and audience
		TIGER Web site • Upgrade the TIGER grants Web site to include more information about grant implementation • Consider new data visualizations and potentially include an effort to streamline the way grant reporting information is collected to present to the public to monitor progress
2: Apply Citizen Knowledge through Participation to Government Service	4: Leverage the Web, new methods and new tools to improve meaningful public and stakeholder involvement in policy development and implementation, including rulemaking, to improve the quality of DOT's decisions and customer service	*Digital Transportation Exchange* • Through a public-private partnership, create a thriving marketplace for transportation solutions that will be a place to facilitate transportation information sharing and innovation
		Open Transit Data • Study the results of a survey on the state of this practice in the industry
		Automation of Commenting on DOT Rulemaking • Provide single place for public to access DOT rules on regs.dot.gov • Simplify commenting

DOT Open Gov Goal	Initiative	Activity
		Veterans Transportation and Community Living Initiative *Collaborative Planning Tools for Transportation Planning* • Use technology to encourage and equip communities to strengthen local coalitions of service providers and stakeholders
3: Institutionalize an Open DOT Culture	5: Institutionalize engagement principles at all levels within DOT, equipping DOT employees with the tools and policies necessary to be more transparent, participatory and collaborative in their daily work, as appropriate.	*IdeaHub* • Launch and operate at least 12 employee facing idea challenges to stimulate innovation and improve mission delivery • Continue establishing DOT as a leader in the Federal ideation community • Build the capacity of DOT by way of leadership development opportunities through the DOT IdeaHub liaison rotation program
		Strengthen Public Engagement • Strengthen staff and working groups to further public engagement strategies • Encourage knowledge management and best practice sharing by developing a toolkit to highlight examples and case studies of engagement types and allow users to search for engagement tools by function (rulemaking, standard setting, policymaking, planning, etc.) and topic (rail, livability, etc.). • Invest in several types of training for authorized employees • Seek to provide incentives (e.g., internal distinctions and financial awards) for employees and modal administrations that demonstrate excellence and leadership in the areas of transparency, collaboration, and participation.
		Collaborative Tools • Release production version of the carpooling application to all of DOT

Table 3: DOT's 2012 Open Government Initiatives and Activities

Section 2.2.3: Selecting a Flagship Initiative

Once the PVAT process was conducted, the next challenge for DOT was to select a flagship initiative from the list of activities described in **Table 3**. The information generated through the PVAT process was important to consider when selecting the flagship, but it was not the only factor. In addition, the OGESG developed a list of other factors that would be important to have demonstrated by a flagship initiative. These included:

- DOT strategic goal alignment
- Cross-modal in scope
- Ability to be completed within existing program resources
- Identified in response to stakeholder demand (i.e. FOIA requests, external idea, etc.)
- Total economic value (as determined by the PVAT process)
- Total stewardship value (as determined by the PVAT process)

These factors were characterized for every activity evaluated through the PVAT process and one initiative floated to the top, as illustrated by **Figure 9**, below:
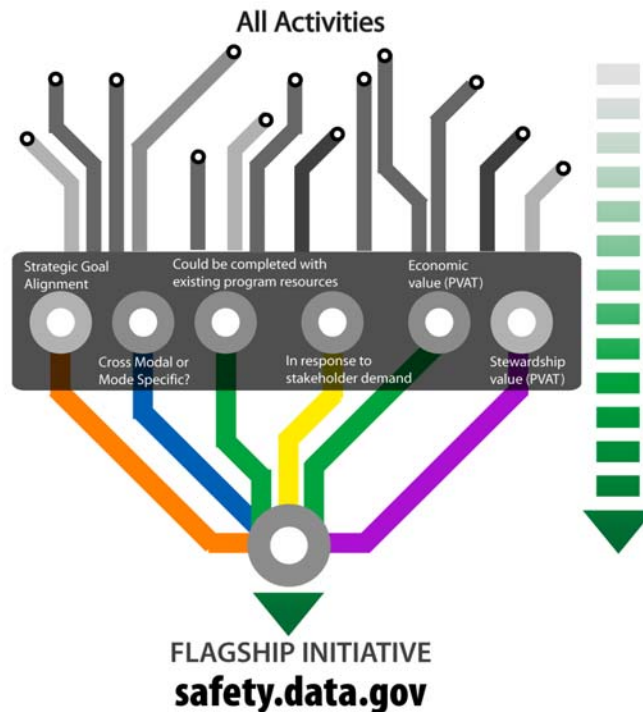
Figure 9: Filter for Selecting Flagship Initiative

Thus safety.data.gov was recommended to DOT leadership and was selected to be DOT's Open Government flagship initiative for 2012-2014.

The final Plan was routed for DOT-wide review and comment before being published on www.dot.gov/open.

Chapter Three: DOT's Open Government Initiatives and Activities for 2012-2014

Through the process described in **Chapter 2**, DOT identified 13 activities, grouped into five initiatives for inclusion in the 2012 Open Government Plan. These activities will span 2012, 2013 and 2014 and will further the Open Government goals outlined in **Chapter 1**. **Figure 10** below illustrates how the initiatives map to related activities and when each activity will occur over the next three years.

OPEN GOVERNMENT MILESTONES
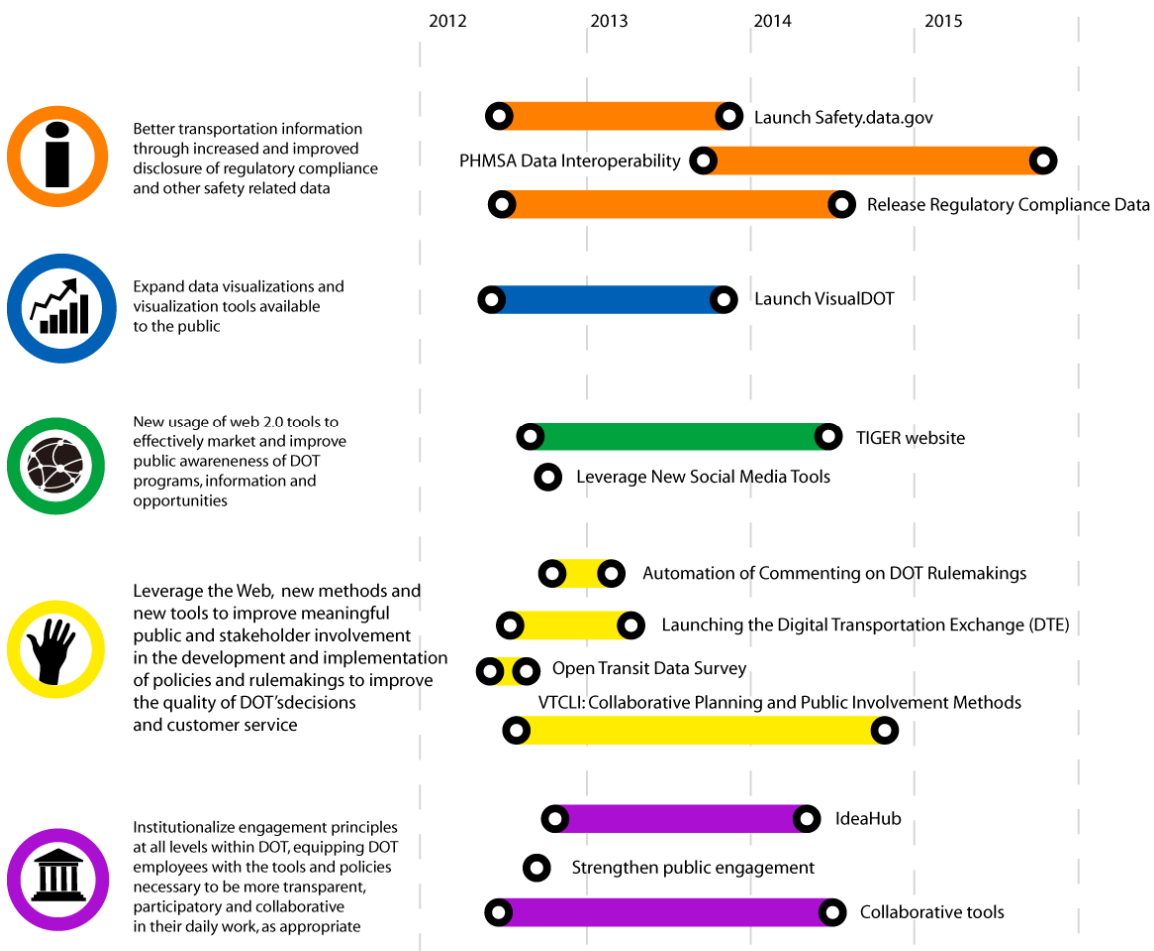
Figure 10: DOT Open Government Initiatives, Activities and High Level Milestones

Section 3.1: Open Government 2012 Flagship Initiative

DOT is taking the lead in implementing a safety community on data.gov, an initiative identified in the President's National Action Plan for Open Government. Safety.data.gov will be the flagship initiative for this Open Government Plan. Milestones and specific affected stakeholder groups for this initiative are described in **Section 3.2** of this Plan.

Safety.data.gov is an Open Government initiative that seeks to build a safety community on the data.gov Web site. While DOT and other Federal agencies collect important safety-related data, DOT recognizes that releasing data alone does not fully leverage the potential of those datasets for discovering new information, inventing new products, or identifying complex patterns to improve decisionmaking.

DOT believes a data.gov community focusing on safety will create momentum behind the productive use of safety-related datasets. Safety.data.gov will serve as a data clearinghouse, and host forums, blogs, and discussions.

Figure 11: Safety.data.gov Prototype

This Open Government flagship initiative will enable the public to make better safety-related decisions using both current statistical descriptions and explanations of the environment that will affect our future. Safety.data.gov will tap into the innovation of application developers, the immediacy of the internet, and information that the Federal Government collects to enable informed decisions that will enhance public safety and improve public health in the United States.

DOT's safety.data.gov team hosted a National Transportation Stakeholders meeting in March 2012 that facilitated collaboration between the initiative, stakeholders and developers. The meeting included a preview of the Web site for evaluation by stakeholders. An IdeaScale exercise will be completed to further expand the scope of the conversation and provide additional feedback.

A safety community on data.gov addresses all three of the openness principles in the Open Government Directive. DOT recognizes that transparency is a necessary but insufficient condition for achieving the greatest value from this initiative.

- Transparency – the safety community on data.gov promotes accountability by providing the public with information about enforcement and compliance actions the government is taking, as well as raw data underlying metrics used to track safety performance.
- Participation – the safety community on data.gov will allow members of the public to contribute ideas and expertise, suggesting datasets to be provided through the portal or highlighting applications and models that promote the use of safety data. The community will provide both blogs and forums to facilitate these types of contributions, and agencies will conduct outreach to a wide array of stakeholders.
- Collaboration – the safety community will be designed to stimulate the use of safety data at all levels of government, especially at the State and local levels. The safety community already has participation from the U.S. Coast Guard, the Consumer Product Safety Commission, the Department of Health and Human Services, the Department of the Interior, and the National Institute of Justice.

> **External Partners**
>
> Safety.data.gov will bring together partners from around the Federal Government, including:
> - Consumer Product Safety Commission
> - Department of Health and Human Services
> - Department of Homeland Security / U.S. Coast Guard
> - National Institute of Justice
> - Department of Labor
> - Department of Transportation
> - General Services Administration/data.gov
>
> This site will provide "one-stop shopping" for safety-related data along with information and tools from across the government to encourage data dissemination.

To build a community that responds to stakeholder needs, we plan to conduct extensive outreach to engage the public and maintain dialogue with interested parties who could contribute innovative ideas. As discussed above, the community will make use of social tools to foster a two-way dialogue. In addition, we will leverage existing forums, such as conference calls and webinars with organizations such as the State and local Chief Information Officers, University Transportation Centers and other research groups, safety associations, data journalists, first responders, and others. We will also engage with entrepreneurs, developers, and private citizens through mash-a-thons and other innovative public engagement activities.

To measure the impact from the safety community, we will establish a baseline of dataset views and

downloads through the data.gov portal, measuring the uplift generated from the safety community. As noted in **Section 3.2** in this Plan, we will collaborate with other agencies and track the number of participating agencies and datasets made available through the community. We will work with the data.gov Program Management Office to include State and local government data in the community. As with our Federal partners, we will measure the number of State and local government participants and the number of datasets being provided. To the extent possible, we will track the number of applications and Web sites that are created using the data from this community and, where applicable, the number of Application Programming Interface (API) keys issued and API calls. Because the community will promote mash-a-thons, we will also track the number of these types of events and the number of applications generated through them. To help in tracking the utility and usage of tools built from this community, we will encourage developers to incorporate social feedback mechanisms in the tools they build. For example, an application built from data available through this site could incorporate social sharing (e.g., forming a tweet with a standard hashtag like *I just found out about a recall through the recalls.gov mobile app! #safetydata*).

Safety.data.gov will evolve over time. As the community grows, new data and stakeholders will be added to the community. Participating agencies are committed to an ongoing dialogue about how to make the community most useful. We will also develop quarterly reports for senior leadership at each of the participating agencies, keeping them apprised of use, impacts, and outcomes.

Section 3.2: INITIATIVE ONE: Better transportation information through increased and improved disclosure of regulatory compliance and other safety related data

Improving access to data is a core principle of Open Government, and DOT remains committed to this goal. As a Department with extensive regulatory responsibility, DOT has broad data holdings about the entities it regulates, and has committed to improving access to this high value data through its regulatory compliance plan. As noted in that plan, it is clear how the data can be applied to identify new business opportunities. For instance, a windshield repair company looking to grow its business is mining FMCSA information about safety violations to identify new customers. DOT and the public realize a benefit because the commercial vehicle operator customer is using a safer vehicle and operating in compliance with Federal Motor Carrier Safety Regulations.

Furthermore, DOT collects and disseminates a great deal of data about the safety of the transportation system. To facilitate the application of this data in the development of new insights and applications, DOT is leading the development of a new safety community on data.gov. DOT has programs that help

State and local governments apply interdisciplinary data to solve important issues, such as the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) program. A safety community on data.gov can be the catalyst for enhancing and expanding programs such as this. We believe that a safety community on data.gov can help Federal, State, local, and tribal governments develop and share new approaches to allocating limited resources, reducing social harm and improving public health.

To support better transportation information through increased and improved disclosure of regulatory compliance and other safety related data, DOT is committing to the following activities for the next two years:

- Pursue PHMSA Regulatory Enforcement and Compliance Data Interoperability
- Release Regulatory Compliance Data
- Launch Safety.data.gov

Section 3.2.1: Pursue PHMSA Regulatory Enforcement and Compliance Data Interoperability

In the President's Memorandum on regulatory enforcement and compliance data, he directed the Federal Chief Information Officer and Chief Technology Officer to "explore how best to generate and share enforcement and compliance information across the government, consistent with law."

DOT needs to improve its ability to share enforcement and compliance information, even internally. That is why we built the Hazardous Materials (HAZMAT) Intelligence Portal (HIP) and the Pipeline Data Mart (PDM). These portals aggregate data from around the Department and from select external Federal partners (such as the U.S. Coast Guard). At present, public access to these portals is limited, and data interoperability issues exist, particularly around unified identifiers for regulated entities.

PHMSA intends to increase public access and harmonize corporate identifiers in these portals. Important external stakeholders impacted by this updated Web site will include researchers, developers, the public, operators, State and local governments, and trade and professional associations. DOT believes the proposed evolution of these portals has significant value for the targeted stakeholders, including:

- **Economic value:** Operators can study data and improve their own efficiency, enabled by data-driven decisionmaking and efficient allocation of scarce resources.

- **Quality of life value:** Applications and policies developed using this new site can save lives.

- **Stewardship value:** Demonstrates cross-agency commitment to safety in the Federal Government, highlighting real results, and improving trust in government.

U.S. Department of Transportation

To do so, DOT will take the following concrete actions:

- Provide increased public access to PDM (September 2013)
- Provide increased public access to HIP (September 2014)
- Harmonize corporate identifiers to facilitate cross-agency analysis (September 2015)

Section 3.2.2: Release Regulatory Compliance Data

Sections 3.2.1 and **3.2.3** of this Plan discuss specific initiatives that will enable DOT to improve its ability to raise the profile and improve the utility of enforcement and compliance data. We will leverage the safety community on data.gov to provide direct, one-click access to the enforcement and compliance data and the evolution of the HIP/PDM portals will begin to address interoperability of this data, enabling analysis across datasets and fostering new insights. At DOT, we also see the potential uses for our enforcement and compliance data in meeting the President's initiative on Smart Disclosure.

DOT intends to continue executing the commitments in its regulatory enforcement and compliance plan, and will work to build on the signature initiative in its customer service plan, making this particular type of data available in usable formats.

Important external stakeholders impacted by this initiative will include researchers, developers, the public, operators, State and local governments, and trade and professional associations. DOT believes the continued release of regulatory enforcement and compliance data has significant value for the targeted stakeholders, including:

- **Economic value:** The data will enable data-driven decisionmaking, helping to identify new business opportunities and efficiently allocate scarce resources.

- **Quality of life value:** Applications and policies developed using these data can save lives.

- **Stewardship value:** Demonstrates commitment to transparency and smart disclosure in the Federal Government and improves trust in government.

To do so, DOT will take the following concrete actions:

- Release SaferBus application (March 2012) and provide public access to APIs (April 2012)
- Improve release practices for all datasets identified in Appendix B of its regulatory compliance plan (June 2013)
- Address all currently non-public datasets identified in Appendix C of its regulatory compliance

plan (June 2014)

Section 3.2.3: Launch Safety.data.gov

See **Section 3.1** for a detailed description of this flagship initiative.

Important external stakeholders impacted by this new Web site will include researchers, developers, the public, operators, metropolitan planning organizations (MPOs), State and local governments, trade and professional associations, labor organizations, Federal agencies and manufacturers. DOT believes this community has significant value for the targeted stakeholders, including:

- **Economic value:** Operators can study data and improve their own efficiency. Enables data-driven decisionmaking and efficient allocation of scarce resources.

- **Quality of life value:** Applications and policies developed using this new site can save lives.

- **Social value:** Improved degree of data integration connects previously fragmented communities of research practice.

- **Strategic value:** Can identify opportunities to new and better products to address entrenched safety issues.

- **Stewardship value:** Demonstrates degree of commitment to safety and improves faith in government.

To accomplish this, DOT will take the following concrete actions:

- Incorporate feedback from stakeholders and produce an initial public soft launch version (April 2012)
- Continue to expand the number of government partners through proactively contacting and investigating possible participation by additional Departments at the rate of two Departments per month until all of the Departments have been contacted, with the expectation that an additional six Departments will be contributing safety-related or exposure datasets to safety.data.gov (December 2012)
- Continue to improve the datasets and work with our partners to identify State, municipal and private sources of safety data for inclusion in the safety.data.gov community (December 2013)
- Hold a mash-a-thon (by December 2013)

Section 3.3: INITIATIVE TWO: Expand data visualizations and visualization tools available to the public

Data visualization plays an important role in DOT's ongoing efforts towards transparency and open data programs. Data visualization allows data to be interpreted in new and different ways and thus often displays complex patterns and relationships in an understandable fashion.

The information that DOT gathers can be difficult to process, interpret, and share. Data visualization offers one way to address the "analysis paralysis" that results from analyzing and communicating about large volumes of information, allowing DOT to build a compelling narrative around raw data.

> *"It's not about clarifying data…It's about contextualizing it."*
>
> *-Aaron Koblin, Data Visualization Expert*

DOT and its program offices are searching for new ways to better express the narratives around its data holdings. To support that growing need, DOT is committed to the following activity for the next two years:

- Launch visualDOT

Section 3.3.1: Launch visualDOT

In the 2010 Open Government Plan, DOT referenced a new visualization platform that would be developed. In the past year DOT invested time in planning for that initiative and is moving into implementation for the next two years. The visualDOT platform will allow transportation-related data to be visualized geographically and contextualized in relation to DOT priorities. This powerful visualization tool's capability to display complex data "mash-ups" and dynamic presentation techniques will lower the barrier for DOT programs to share data in ways previously considered to be overly complex.

Important external stakeholders impacted by this new Web site will include Congress, DOT data owners, developers and researchers (who make use of the data), media and the general public (who use visualizations to tell a story and make interpretations), and State and regional governments. DOT believes this activity has significant value for the targeted stakeholders, including:

- **Economic value:** Those who need to use DOT data would not have to operate their own GIS application, saving money. DOT will realize cost savings through the effort by the reduction of duplicate Web servers into a single cloud-based platform capability

- **Social value:** By bringing together many datasets and those interested in that data, this site will strengthen relationships among researchers and DOT.

- **Political and strategic value:** Congress can use visualizations to inform decisionmaking and in talking with constituents.

- **Quality of life value:** Researchers will spend less time searching for and interpreting data, and data owners will receive recognition for their work.

To do so, DOT will take the following concrete actions:

- Complete the deployment of the cloud platform (April 2012)
- Appoint a liaison/identify delegates from each mode to champion visualDOT (June 2012)
- Organize and identify existing geospatial data (August 2012)
- Identify potential visualizations to see transportation in a different way; create pilot projects and seed development (September 2012)
- Begin decommissioning duplicate environments (March 2013)

Section 3.4: INITIATIVE THREE: New usage of Web 2.0 tools to effectively market and improve public awareness of DOT programs, information and opportunities

DOT recognizes that through new media opportunities such as blogging, webcasting, Facebook and Twitter, the Department's message can be further amplified. DOT also recognizes new media tools can also be used to gather insights and invite input on DOT issues, including policies and programs, and build opportunities for collaboration and coordination.

Web 2.0 tools can be used in a variety of ways and at varying levels across the Department. This version of DOT's Open Government Plan highlights examples of each, to serve the following goals:

- Increase Awareness of Program Information through Updates to the TIGER Web site
- Leverage New Social Media Tools in Innovative Ways

Section 3.4.1: Increase Awareness of Program Information through Updates to the TIGER Web site

The Transportation Investments Generating Economic Recovery (TIGER) Discretionary Grant program provides a unique opportunity for DOT to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Congress dedicated $1.5 billion for TIGER I, $600 million for TIGER II, and $526.944 million for the FY 2011 round of TIGER Grants to fund projects that have a significant impact on the nation, a region or a metropolitan area. TIGER's highly competitive process, galvanized by tremendous applicant interest, allowed DOT to fund 51 innovative capital projects in TIGER I, and an additional 42 capital projects in TIGER II. TIGER II also featured a new Planning Grant category and 33 planning projects were also funded through TIGER II.

> *"These are innovative, 21st century projects that will change the U.S. transportation landscape by strengthening the economy and creating jobs, reducing gridlock and providing safe, affordable and environmentally sustainable transportation choices."*
>
> --Secretary LaHood

In the FY 2011 round of TIGER Grants, DOT awarded 46 capital projects in 33 States and Puerto Rico. Each project is multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. The TIGER program enables DOT to use a rigorous process to select projects with exceptional benefits, explore ways to deliver projects faster and save on construction costs, and make investments in our nation's infrastructure that make communities more livable and sustainable.

Deep into the implementation of many of these projects, DOT now seeks to upgrade the TIGER grants Web site to leverage Web 2.0 tools to include more information about grant implementation. This Web site upgrade could include new data visualizations and potentially include an effort to streamline the way grant reporting information is collected to present to the public to monitor progress. Ultimately these upgrades will aim to better present information about how these transportation projects are being implementation across the nation.

Important external stakeholders impacted by this upgraded Web site will include State and local governments, transportation agencies, grantees, the transportation industry, transportation investors and Congressional staff. DOT believes this activity has significant value for the targeted stakeholders including:

- **Economic value:** By better understanding the performance of this grant program, DOT, grantees and appropriators will be able to target funds more effectively to increase the safety of the nation's transportation system. Furthermore, where unfunded applications could be identified, a secondary market for investments in transportation projects could be created. Additionally, a robust program site with such a data showcase could potentially enhance the

technical capacity of smaller jurisdictions seeking access to the program and reduce expenses.

- **Stewardship value:** A government that is accountable for its performance increases public trust. Being responsible and transparent regarding appropriate grant application, evaluation, and performance data allows DOT to showcase the merit-based, data-driven nature of the program while opening up the data for further customized analysis on trends by the public.

To do so, DOT will take the following concrete actions:

- Improve availability of detailed award data, aggregating across rounds, available in spreadsheet form (September 2012)
- Provide applicant resources and recipient collaboration opportunities (forums, wikis, best practices reports, and case studies) (June 2013)
- Develop an interactive portal to trace financial information and performance metrics, with underlying data available in Web services (June 2014)

Section 3.4.2: Leverage New Social Media Tools in Innovative Ways

DOT is committed to evolving and expanding the use of social media channels across the Department to encourage effective engagement with the general public and DOT's stakeholders. In addition, DOT's public affairs office will pilot new social media tools as well as additional social media accounts to reach new audiences and increase engagement. To achieve this goal, DOT will launch several new social media accounts at the DOT level to better encourage collaboration and increase engagement including:

- A DOT Twitter Account (in addition to the @raylahood account)
- A DOT Facebook Account (in addition to the Ray LaHood account)
- A DOT Pinterest Account
- A DOT Tumblr Account

Important external stakeholders impacted by these new accounts will include transportation advocates, the travelling public, the transportation industry, congressional staff, media, educators, young people, and academia. DOT believes this activity has significant value for the targeted stakeholders including:

- **Social value:** By increasing the engagement by DOT on social networks, individuals and organizations have a new way of engaging directly with DOT and their peers. By creating new connections, the transportation community will become stronger.

- **Economic value:** Leveraging online means to collaborate with stakeholders allows remote

participation in events and other important discussions, decreasing travel costs and increasing the ability of a diverse group of stakeholders to participate.

- **Stewardship value:** A responsive government increases trust with their stakeholders.

To do so, DOT will take the following concrete actions:

- Launch a DOT Twitter Account in addition to the @raylahood account (by September 2012)
- Launch a DOT Facebook Account in addition to the Ray LaHood account (by September 2012)
- Launch a DOT Pinterest Account (by September 2012)
- Launch a DOT Tumblr Account (by September 2012)
- Develop a directory of DOT official accounts to help people find ways to connect (by September 2012)

Section 3.5: INITIATIVE FOUR: Leverage the Web, new methods and new tools to improve meaningful public and stakeholder involvement the development and implementation of policies and rulemakings and to improve the quality of DOT's decisions and customer service.

DOT is particularly interested in applying new tools to the policy development and implementation process. Policy development is a complicated process that is sometimes not seen as approachable. Our flagship initiative in our first Open Government Plan focused on the policy development phase, specifically in rulemaking notice and comment, experimenting with new methods for encouraging participation and collaboration. As part of this Open Government Plan, we will expand activities across all stages in the policy making lifecycle and will continue to through 2014, as shown in **Figure 12**.

Formulation	Development	Implementation
•Floating policy concepts •Understanding stakeholder needs	•Rulemaking notice & comment •Collaborative workspaces	•Exchanging best practices •Providing technical assistance and tools
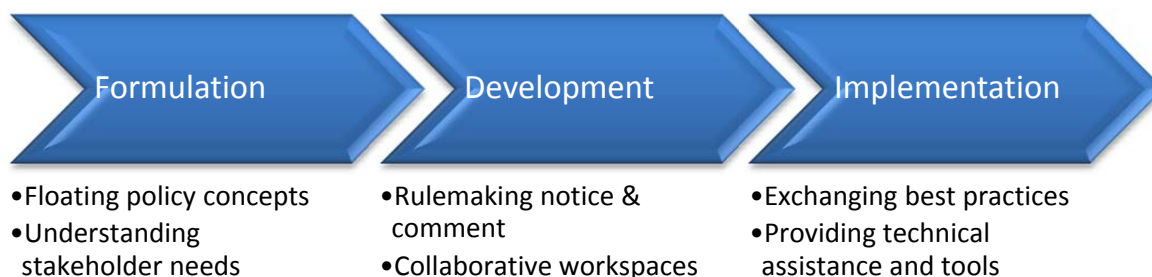
Figure 12: Policy Lifecycle

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To further this initiative, DOT will focus on the following activities for the next two years:

- Open Transit Data Survey
- Leveraging the Veteran's Transportation Community Living Initiative (VTCLI) to encourage collaborative planning and public involvement methods
- Automation of Commenting on DOT Rulemakings
- Launching the Digital Transportation Exchange (DTE)

Section 3.5.1: Open Transit Data Survey

In January 2012 DOT and the White House co-hosted a roundtable on real-time transit data issues. A key outcome focused on the importance of providing better customer information through open transit data, such as transit schedules and real-time vehicle arrival information. It became clear that an important first step would be to develop a broader understanding of these challenges to inform any potential Federal action.

Based on the discussion at the roundtable, the American Public Transportation Association (APTA) has decided to conduct a broad survey of transit agencies. This survey would reach out to both urban and rural transit agencies to ask what issues they are facing in making their transit data publically available. FTA is interested in the results of this survey, and will review the results to the extent that it could inform steps the Federal Government can take to facilitate better availability and transparency of the data. Among other things, APTA will inquire about the availability of data in a machine readable format compatible for open data/third party use. Building upon the knowledge gained from studying the results of the APTA survey, FTA may consider other actions to further encourage use of open transit data.

This effort will likely impact a wide variety of stakeholders including public transit agencies, local and regional governments, equipment vendors, transit trade associations, transit advocacy groups, research institutions, app developers, and the travelling public. The values provided to those stakeholders include:

- **Economic value:** Transit agencies may see increased ridership and increased revenue as the result of better passenger information. Application developers may be able to make applications more easily with publicly accessible data, as well as realize a potential economic gain.

- **Quality of Life value:** Better use of personal time for current riders and future riders may result from this effort because they have more information.

- **Strategic value:** Local governments have an interest in increasing overall use of their transit

systems, particularly as it relates to economic development. Better transit data could inform regional decisionmaking. General public could gain better access to ridership information which allows for more efficient use of transit.

FTA will conduct a study of the APTA survey results and determine next actionable steps during the summer of 2012.

Section 3.5.2: VTCLI: Collaborative Planning and Public Involvement Methods

In the summer of 2011, DOT joined with the Departments of Veterans Affairs, Labor, Defense, and Health and Human Services to establish the Veterans Transportation and Community Living Initiative (VTCLI), an initiative that will improve transportation options and mobility for America's veterans, service members, and their families by providing capital funding to create one call/one click transportation centers connecting users to community transportation choices. As a part of this program, FTA will leverage competitively selected capital grants by additionally equipping, encouraging, and supporting communities to engage in collaborative transportation and

> *"Access to reliable and affordable transportation is an essential ingredient to empower today's service members, veterans, and their families to participate fully and successfully in their communities and achieve economic stability."*
> -Ray LaHood, Secretary of Transportation

human service planning using Web-based technologies. FTA believes several technologies currently used at the Federal level could be used also to strengthen local coalitions of service providers and stakeholders.

To kick off the Open Government element of the VTCLI, FTA will host a national dialogue on transportation issues facing veterans and military families. Shortly thereafter the FTA, working with its Department of Labor (DOL) partner, will provide grantees tools and licenses (DOL-provided ePolicyWorks collaborative workspaces and IdeaScale dialoguing platform) to conduct their own, local dialogues and collaboration projects. Understanding that the technology alone will not enable effective dialogues and collaborative efforts, the FTA will also provide technical assistance and programmatic support to the grantees to help them learn how to facilitate the collaborations effectively. DOT believes this local support will give veteran and military stakeholders as well as small transportation providers a greater opportunity to share information and work together. Furthermore, the support will enable veterans and family groups to more easily provide input to their local transportation planning organizations, opening up the planning process to new groups.

In addition to supporting DOT's strategic goal for livability, this effort also aligns with both the Administration's emphasis on supporting veterans and their families and the First Lady's "Joining

Forces" initiative. The effort will have a broad impact across the country at the community level including the following stakeholders: VTCLI grantees, planning agencies, veterans service and advocacy organizations, veterans (particularly those with mobility challenges), military families and advocates, disability advocates, small transportation providers (paratransit, taxi and non-profit), the VA, DOL, DOT, local press and transit agencies. The value seen by those stakeholders may include:

- **Strategic and political value:** Planning agencies can build support with veterans' families and strengthen partnerships with communities. Veterans will be able to have direct impact on decisions about their transportation needs.

- **Quality of Life value:** Veterans and families will experience improvements in mobility, access to jobs, healthcare, etc.

- **Stewardship value:** Trust could increase in transportation planning decisions and transportation planning agencies (regional and Federal) could be seen as being good stewards of their government responsibilities by proactively involving stakeholders in discussions.

To realize this and other values for the public, DOT has committed to the following milestones for the next two years for this effort:

1. Kick-off: National dialogue on veterans and military families (May 2012)
2. Provide grantee tools and licenses in partnership with DOL: ePolicyWorks collaborative workspaces, IdeaScale dialogue platform (June 2012)
3. Technical Assistance: Technical and programmatic support for successful implementation of Open Government tools (ongoing through 2014)

Section 3.5.3: Automation of Commenting on DOT Rulemakings

Since rulemaking is an important public function of DOT, we sought early on to harness advances in technology to more efficiently manage the process. In 2001, DOT created a database to track the status of our rulemakings throughout their lifecycle. Much more than a standard tracking database, however, it allows DOT to provide useful reports to the public through our rulemaking Web site, regs.dot.gov. The information that DOT shares from the database includes a monthly status report of all of our significant rulemakings and which rulemakings will have effects on, for example, small businesses, foreign countries, energy, or federalism. These reports have been available on the regs.dot.gov Web site since 2003. Also available on our Web site are rulemaking points of contact from across DOT, information on plain language, a primer on the rulemaking process, and instructions for crafting effective comments on

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rulemakings.

DOT's first flagship Open Government initiative, Regulation Room, provided a number of lessons learned over the last two years about the effect of online collaboration and social media in the public commenting process for rulemakings through the 2010 flagship initiative, Cornell's Regulation Room. Building on these two experiences, for 2012-2014 DOT seeks to further improve our rulemaking Web site:

1. Use information from the Federal Register to notify the public of DOT rules that are currently open for comment at a central location for DOT; and
2. Create a unique standard comment form by automatically "pulling" headings and questions from proposed rulemaking document.

These additional tools will provide a single online source for the public to come to see all DOT rulemakings, for all modes, that have open comment periods. Furthermore, the tools will provide a simplified commenting form for the public to use to submit comments by section of the rule—making it easier for the public to identify rulemakings open for comment, identify issues, submit comments and review comments from others.

This effort will likely impact a wide variety of stakeholders that will vary based on the rule in question including regulated entities, the general public, and DOT. The value provided to those stakeholders as a result of this initiative could include:

- **Economic value:** Provides a more efficient method for the public to participate and for the agency to review comments when they are organized by issues, resulting in better DOT decisionmaking.

- **Strategic and political value:** Organizations have the ability to easily and effectively help craft regulations and influence policymaking.

If appropriate and timely funding is provided, DOT would implement the following timeline for this effort:

1. Statement of Work Complete (June 2012)
2. Issue Task Order for completion of tools (July 2012)
3. Development of tools complete (December 2012)
4. Launch new tools (January 2013)

Section 3.5.4: Launching the Digital Transportation Exchange (DTE)

Over the past year, DOT has been developing a concept for a transportation innovation platform, known as the Digital Transportation Exchange (DTE). DTE would connect citizens, businesses, State and local governments, industry, entrepreneurs, researchers, and investors though a public-private partnership like never before—creating a thriving marketplace for new and existing transportation solutions. At a basic level, DTE would act as a:

1. Social network for collaboration
2. Incubator for technology innovation
3. Marketplace where transportation technology solutions can be highlighted
4. Physical connection to the transportation industry

To accomplish this, DTE would have collaboration components—consisting both of a way to share content and to make connections that focus energy and encourage relationship building. To review the DTE concept online, visit www.dot.gov/open/dte.

Through an online dialogue and a public meeting in the fall of 2011, DOT has engaged a wide variety of stakeholders on the potential for this initiative to connect people and technology for transportation innovation. Stakeholders provided valuable input to refine the vision for DTE as a catalyst for transportation innovation.

Figure 13: DTE Stakeholders

Figure 13 depicts some of the stakeholders that would likely have an interest in a DTE so they are able to better access and share transportation-related information and connect with others to solve relevant transportation problems. The values provided to those stakeholders as a result of this initiative could include:

- **Economic value:** Initial development of the DTE requires funding, but over the long term we expect the government to get solutions in a more cost-effective way.

- **Social value:** All participating stakeholders benefit from being more connected to those in community.

- **Stewardship value:** Government shows its commitment to support entrepreneurs.

To realize this and other values for the public, DOT has committed to the following milestones for the next two years for this effort:

1. Define the scope of the effort (June 2012)
2. Release an RFI to identify potential partners (September 2012)
3. Select partners and deploy initial version of the site (March 2013)

Section 3.6: INITIATIVE FIVE: Institutionalize engagement principles at all levels within DOT, equipping DOT employees with the tools and policies necessary to be more transparent, participatory and collaborative in their daily work, as appropriate.

In addition to the externally facing work identified in the previous four initiatives, DOT is also making several internally-facing commitments to ensure Open Government principles are institutionalized. To achieve this objective, DOT will focus on three primary groupings of activities for the next three years including:

- Strengthening public engagement
- Leveraging the IdeaHub program to stimulate innovation, develop leaders, and practice openness
- Providing employees with applications to improve collaboration

Section 3.6.1: Strengthen Public Engagement

The public engagement strategy articulated in **Chapter 2** of this Plan hinges on the capacity of DOT's employees to effectively engage. Equipping employees with the knowledge and tools to effectively engage outside the Department will require internal capacity building within DOT during the next two years. DOT has committed to the following activities:

1. Institutionalize staff and working groups to further public engagement strategies:
   a. DOT will seek to strengthen the public engagement role within DOT. (September 2012)
   b. DOT will seek to formalize the Public Engagement Team, Web Community of Interest, and the Social Media Management Council by chartering those groups. (September 2012)
2. Co-locate engagement practices and tools, encouraging knowledge management and best

practices sharing:

    a. Develop a Departmental toolkit to highlight a wide range of methods employed across DOT, examples and case studies as examples of engagement types and allow users to search for engagement tools by function (e.g., rulemaking, standard setting, policymaking, grant making, planning) as well as by topic (e.g., high speed rail, livability, etc.) (April 2013)

    b. Continue to share resources on a public engagement SharePoint site to provide a central location for information that enables employees to find relevant Open Government information (e.g., policies, standards, tools, training, handbooks) easily and collaborate more effectively. (Ongoing through April 2014)

    c. Continuously update the internally facing Web 2.0 catalog with new tools acceptable (from a legal and security standpoint) at DOT (Ongoing through April 2014)

3. Market new tools and guidance to appropriate employees. Tools will be strategically applied only to select public engagement opportunities.

4. Invest in several types of training for authorized employees at DOT including:

    a. Social media training during employee onboarding (Ongoing through April 2014)

    b. An internal employee awareness campaign about the DOT Social Media Policy (July 2012)

    c. Facilitation training for individuals who design public engagements and meetings (ongoing through April 2014)

    d. Plain language training (ongoing through April 2014)

5. Seek to provide incentives (i.e., internal distinctions and financial awards) for employees that demonstrate excellence and leadership in the areas of transparency, collaboration, and participation. (November 2013)

Section 3.6.2: IdeaHub

DOT's IdeaHub was launched in August 2010 to take employee engagement and innovation to the next level at DOT. IdeaHub is an online community where employees can post ideas for their colleagues to comment and build upon. It is a collaborative Web site where nearly 60,000 DOT employees can participate in innovative and meaningful workplace discussions. IdeaHub is the first Federal ideation program that truly spans a Department; one platform serves all DOT employees and provides a space to collaborate on innovative solutions to some of the Department's most thorny issues.

In the first 18 months since IdeaHub was launched, almost 5,000 ideas were submitted by DOT employees along with over 15,000 comments and over 60,000 ratings applied to ideas. There are over 15,000 users and a repeat user rate of approximately 60%. Furthermore, ideas already implemented

resulted in $75,000 in cost savings and estimates for other ideas under consideration could save even more than that. DOT believes while IdeaHub is good for workers at the Department, it is also good for the public. A more effective Department will be better able to fulfill its mission.

Our Open Government Initiative #5 is fundamentally about equipping employees with the tools and approaches they need to be more transparent, participatory and collaborative in their work—about transforming the culture at DOT. IdeaHub is a DOT program that practices that mantra every day. The IdeaHub program is uniquely positioned to support this initiative for the Department and commits to the following activities for the next two years:

1. Launch and operate at least 12 employee facing idea challenges to stimulate innovation and improve mission delivery. (by April 2014)
2. Continue establishing DOT as a leader in the ideation community by:
   a. Sharing IdeaHub's program documentation and lessons learned with the government-wide White House Ideation Community of Practice (ICOP) and other agencies interested in launching such an initiative. (October 2012)
   b. Adding IdeaHub to the White House Innovations Gallery to share best practices. (October 2012)
   c. Continuing support for interagency knowledge transfer. DOT and the Transportation Security Administration's (TSA) experience shadowing each other's ideation programs has led to the ICOP committing to continue that "program swapping" exercise. DOT will help to institutionalize this practice through the ICOP. (April 2013)
3. Build the capacity of DOT employees by way of leadership development opportunities through the DOT IdeaHub liaison rotation program. (continue leadership rotation program through April 2014)
4. Continue to develop the IdeaHub platform based on user feedback and strategic goals. (continuous platform improvements through April 2014)

Section 3.6.3: Provide Employees with Applications to Improve Collaboration

DOT understands that equipping employees with the tools they need to better connect with each other is important. For the past two years DOT has been working to understand what Web-based collaboration applications might be the most useful for our workforce. The development process for DOT's upcoming carpooling app was an excellent example of leveraging employee engagement to seek

suggestions for innovative technologies to meet their needs. After several suggestions from DOT employees, the project was submitted to the DOT IdeaHub collaboration site, where employees commented on and refined the project via online suggestions and critique. This process helped to generate a workable concept while recommending new features, and was indispensable in the overall generation of project goals.

The DOT carpool application is unlike every other carpool-planning service. In contrast to existing services, the app will enable DOT personnel to create carpools by connecting drivers and riders around both fixed schedules and ad-hoc travel. Regular commuting routes can be created and scheduled utilizing the apps. In addition, the app has an expanded benefit designed specifically to assist agency personnel, many of whom must travel to attend meetings or conventions as part of their normal duties. These meetings may not follow a weekly or monthly schedule, preventing individuals from using traditional carpooling services which rely on fixed schedules and inflexible organization. The DOT Carpool Connect app will overcome these challenges, assisting commuters while reducing the agency's travel budget. In this era of fiscal cuts, carpooling is a simple and effective way to reduce costs while benefitting employees and the environment.

Figure 14: DOT Carpool Connect

DOT will demonstrate its commitment to developing or procuring collaborative technology for its employees by taking the following concrete actions:

1. Release production version of the carpooling application to all of DOT (October 2012)

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Chapter 4: Progress Towards 2010 Initiatives and Continued Compliance with Information Dissemination Requirements

DOT made significant commitments to be more transparent, participatory and collaborative in its 2010 Open Government Plan. Two years later, the high level commitments made in 2010, as represented in **Figure 15** below, have been completed. This chapter provides updates on specific initiatives identified in the 2010 Plan as well as updates on the information dissemination requirements DOT is complying with including FOIA, records management, data.gov, recovery.gov and USAspending.gov among others.
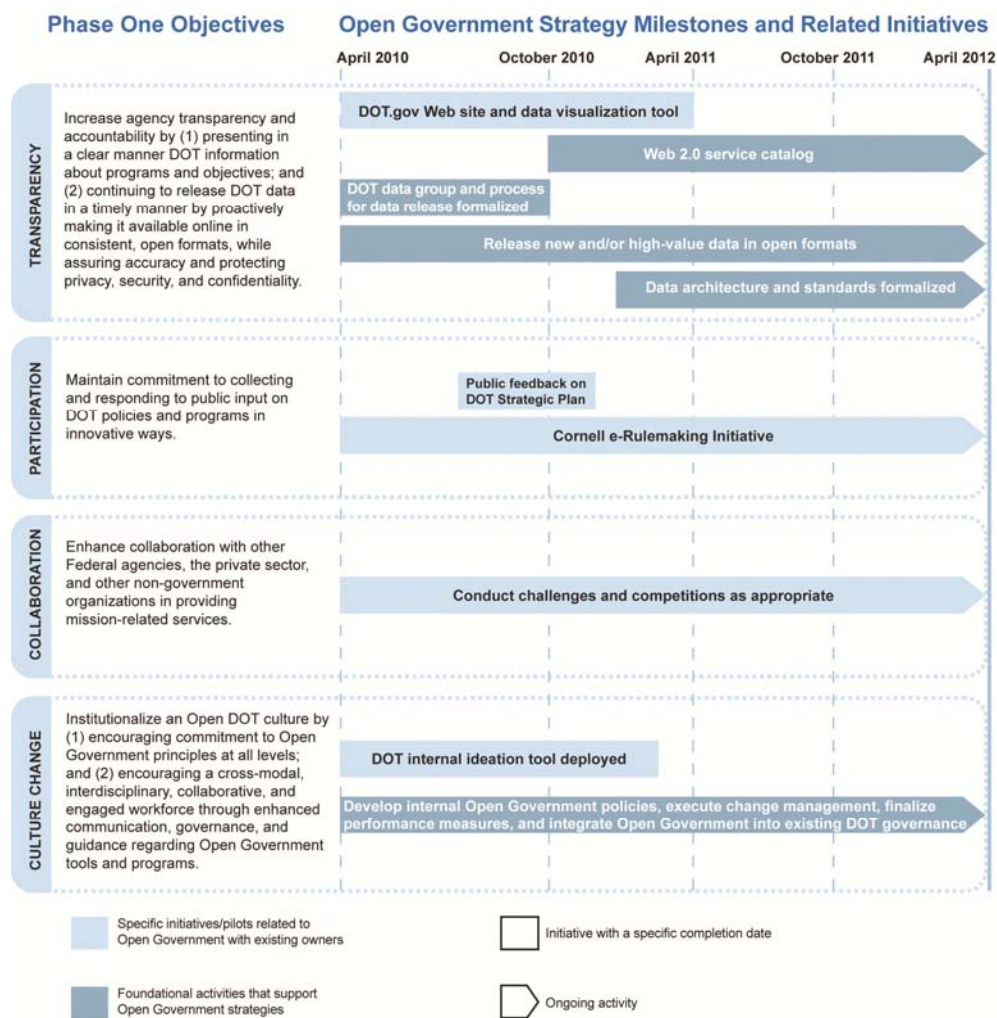
Figure 15: 2010 DOT Open Government Plan High Level Milestones

Section 4.1: Progress Towards DOT's 2010 Flagship Initiative

Regulation Room, DOT's 2010 flagship initiative, makes Federal rulemaking more accessible to people not familiar with the legal or technical aspects of the rulemaking process by providing detailed summaries of key provisions in a plain language format with references to the actual rulemaking language. The referenced summaries, created by Cornell University law students and researchers, allow meaningful open discussion at multiple levels–from the general public to subject matter experts. Since the launch of Regulation Room in February 2010, the site has attracted more than 1,200 registered users and 30,000 unique site visits.
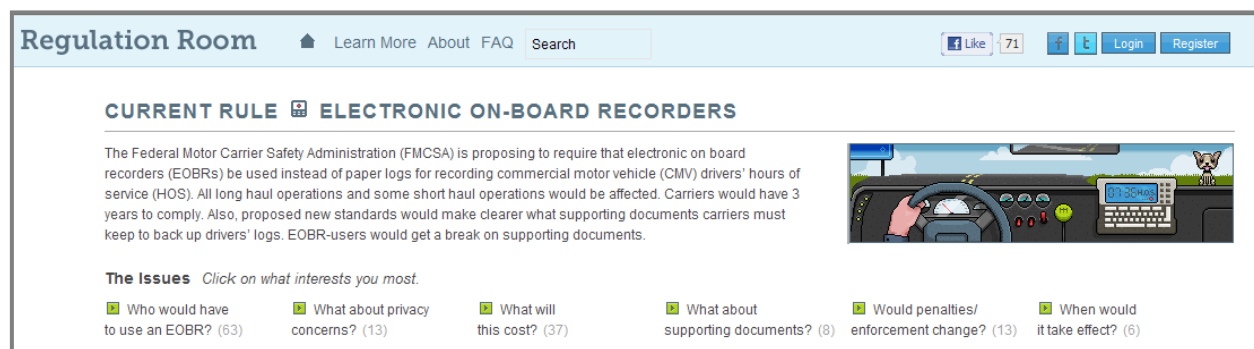
Figure 16: Regulation Room

Four DOT Rules or Notice of Proposed Rulemakings (NPRMs) were discussed on this site over the last two years. **Table 4** provides details as to traffic, comments received and major referral sources for those discussions.

	FMCSA NPRM Banning Texting	**OST NPRM Aviation Consumer Protection**	**FMCSA Electronic On-Board Recorder Rule**	**Air Travel Accessibility Rule**
Dates Open	March 31, 2010 – May 3, 2010	June 1, 2010 – August 9, 2010	March 10, 2011 – May 23, 2011	September 19, 2011 – January 9, 2012
Traffic	2,024 unique visitors from 38 countries	19,320 unique visitors from >100 countries	2,758 unique visitors from >63 countries (95% US)	7,949 unique visitors from >118 countries (85% US)
Referrals	6% of traffic referred by Facebook,3% by fastlane.gov, 1% other DOT sites	25% of traffic from CNN, 5% from Facebook, 3% from dot.gov, 1% from other DOT sites	5.3% of traffic referred by Facebook; 2.6% from Twitter	9% of traffic referred by social media; 3% from dot.gov

	FMCSA NPRM Banning Texting	OST NPRM Aviation Consumer Protection	FMCSA Electronic On-Board Recorder Rule	Air Travel Accessibility Rule
Total Comments	32 total comments from 18 users	931 total comments from 348 users	102 comments from 48 users	103 comments from 31 users
Notes	Traffic was light, believed to be largely due to press coverage	Better press coordination, global effects, and consumer interest; 49% of comments on peanut ban	At least 33 representatives from trucking, about half had EOBRs	64% of registrants to regulationroom.org had never participated in a Federal rulemaking before

Table 4: Notice of Rulemakings Discussions

The Regulation Room flagship has been well received by the affected stakeholder community for rules, the public at large, and the DOT organizations managing the rulemaking. This pilot program has exposed many benefits to leveraging online collaborative tools in the rulemaking process including:

- Diversifying the participants in the dialogue
- Encouraging wider geographic representation
- Identifying experts or issues that may not have otherwise been identified

The program has also identified some lessons learned in eRulemaking including:

> *"Rulemaking has seemed to be such an obvious open government target, because agencies already have to give people notice. They have to take comments. They have to read the comments. But what we've found, [after] over a decade of trying to do this online, is that putting the conventional process online doesn't help overcome several very significant barriers that ordinary people have to participating."*
>
> --Cynthia Farina, professor of law at Cornell Law School

- Cycling is common: Moderators have noticed that after a few weeks, visitors begin to repeat the same arguments and information.
- Expect the unexpected: For the airline rule, which primarily concerned costs for extra baggage and the treatment of bumped passengers, the discussion veered into a passionate debate about a proposed provision involving peanuts on airplanes, mostly by people whose children are allergic to peanuts.
- Outreach is critical: Outreach efforts using social media, such as Twitter, Facebook and blogs, are crucial to attracting individuals to the Regulation Room Web site. Cornell researchers comb through social media sites to see who is talking about a regulation and then post links to the Regulation Room discussion on those sites to attract participants.
- 24/7 monitoring is difficult: Monitoring discussions can be challenging at times, especially during

evening and weekend hours. Because it is tricky to predict how and when a spike in traffic might occur, the researchers are experimenting with different approaches to minimize the hours they must spend monitoring the site.

- Voting can enable gaming: One important aspect of the project can bewilder many first-time users. Users have noted that there is no way to vote on or rank comments or ideas. Voting on comments is not allowed because it could create pressure and encourages gaming the system.

(Source: Government Computer News Article: "Will eRulemaking Catch On?)

The Regulation Room project has also spurred several academic publications and other coverage, including:

> *"Americans are not accustomed to broad-scale, truly informed engagement with the policymaking processes of their government. Web 2.0 technologies and methods are no panacea for this. At times, they make the problem worse by encouraging shallow, 'drive by' participation. Regulation Room believe[s] that new information and communication technologies can indeed 'nudge' more individuals and groups towards more informed and effective participation in rulemaking, planning, budgeting and other complex government policy making processes. But this requires careful planning, purposeful design, and the willingness to invest the human and technological resources needed to support the emergence of new civic participation habits. Regulation Room is an important first step in learning what it takes to get more and better public participation."*
>
> -- Regulation Room: Getting More, Better Public Participation

- A Feature on Federal News Radio
- Farina, Cynthia R., Newhart, Mary, Cardie, Claire and Cosley, Dan, Rulemaking 2.0 (November 3, 2010). University of Miami Law Review, Vol. 65, No. 2, p. 1001, 2011; Cornell Legal Studies Research Paper No. 010-010. Available at SSRN: http://ssrn.com/abstract=1702491
- Rulemaking in 140 Characters or Less: Social Networking and Public Participation in Rulemaking: http://digitalcommons.pace.edu/cgi/viewcontent.cgi?article=1772&context=plr

Section 4.2: Progress Towards DOT's Unified Open Government Policy Framework

DOT committed to developing this policy framework in its first Open Government Plan, and has made progress on these policy items. Specifically, DOT addressed the following policies:

- Updated its Web Policy
- Issued its first Social Media Policy

- Issued a new Data Release Policy

DOT also committed to evaluating the need for more novel policies, such as business culture, unstructured information transparency, and non-digital methods/forums. Over the last two years, the DOT Open Government team has determined that such policies are not necessary at this time.

Section 4.3: Progress Towards New Feedback Mechanisms Identified in 2010

DOT committed to pursuing new feedback mechanisms in its first Open Government Plan. As noted in **Section 1.1.4** of this Plan, DOT leveraged the IdeaScale platform on a wide variety of issues to elicit targeted citizen feedback, including on its strategic plan. DOT currently has over 700 datasets on data.gov, and reviews the use of the 5-star rating system to evaluate the utility of its data. Due to resource limitations, DOT was unable to implement the use of online video to provide consumers and the flying public with "how to" videos on consumer protection.

Section 4.4: Progress Towards New Collaboration Platforms Identified in 2010

DOT committed to expanding its use of online collaboration platforms and has fully met the commitments in this section of the Plan. We are fully leveraging the capabilities of our internal SharePoint platform, and we have created TransportationResearch.gov as an external collaborative capability. We have implemented IdeaHub as our internal ideation platform, and we have deployed GoToMeeting agency-wide, to support secure video teleconferencing and Web conferencing.

Section 4.5: Progress Towards Other Open Government Related Initiatives Identified in 2010

DOT successfully implemented visualDOT in the cloud, meeting the vision for scalability and richness of capability outlined in the first Open Government Plan. Over the last two years, DOT has studied its data inventory, working to understand the types of visualizations that can be created using its data. This effort has informed DOT's plan for the future of visualDOT. Refer to **Section 3.3** for more information about the next steps DOT will be taking on this initiative.

To enable the expansion of Web 2.0 tools across the Department, DOT committed to building a Business Service Catalog. DOT has successfully built a prototype of this internal capability, which provides information and guidance on selecting the best tool for the type of engagement being sought, as well as "tips and tricks" to help new users maximize benefits and engagement. DOT is currently working on a beta version of the catalog, and will continue iterating this capability over the next two years.

One of the other major commitments in the first Open Government Plan was the redesign of the DOT Web site. The Department of Transportation (DOT) has a wide range of stakeholders. The diversity of these stakeholders drives the need for a "best in class" Web site that is both dynamic and easily managed. Our public-facing Web presence must provide relevant information to other government agencies, private sector organizations, and individual citizens. At the same time, our intranet must supply vital information to employees, and communicate across the Department.

We have worked to update our Web presence in two areas. The first area was to redesign the DOT intranet site. We launched a project in the spring of 2010 to analyze the site and determine how to best use the Web for improved employee communication. We conducted usability testing to engage employees during the process and ensure access to the most useful content. We recruited an editor to help gather employee-related content and post such content on a regular basis. We deployed the new site to all of the nearly 60,000 employees in 2011.

We plan to launch the external-facing DOT.gov site in summer 2012. The new DOT Web presence will align with and promote achievement of the Department's strategic goals. In keeping with the principles of Open Government, our updated Web presence will strategically use a variety of crowdsourcing tools, smartphone applications, Facebook, Twitter, and other Web 2.0 mediums through multimedia pages.

An important step in enabling Web 2.0 tools to provide strategic utility to the Department is to ensure users see www.dot.gov as a valuable source of authoritative information. Users must have confidence in the quality, timeliness, and utility of the material on the DOT's Web site. The content must be current, the design must be intuitive, and the site as a whole must reflect the public interest.

DOT understands that a Web site stimulates loyalty by providing clear benefits. Users must feel inspired to critical thought through an informative and engaging experience on www.dot.gov. We can achieve this through the visual uniformity of Web pages and applications, clearly communicating the significance of specific data and tools, and tying them back to DOT's vision and mission. Implementing an intuitive Web solution that reflects the impact and significance of user feedback on our mission will help achieve stakeholder buy-in and foster the site loyalty and openness that we seek to achieve. In return, DOT will benefit from the insights gained through the public's repeated interaction with our externally facing tools, applications, data, and other Web 2.0 mediums. We must use this advantage to effectively harness innovative thinking through our Web presence.

Section 4.6: Update on Records Management Program

DOT makes information about its Records Management (RM) program publicly available through the DOT Records Management Web site, www.dot.gov/records, linked to DOT's Open Government Web site. In addition, DOT has elevated the priority of its RM program as a near-term goal. The inclusion of RM as an area in the Open Government Directive emphasizes the importance of RM in the transparency of government. Under the Federal Records Act, the Secretary of Transportation is responsible for the Department's RM program. This responsibility is delegated to the DOT OCIO, who has overall responsibility for providing leadership, planning, policy, procedures, and guidance for managing information.

DOT was evaluating its RM program prior to issuance of the Open Government Directive. As a direct result of the Open Government Directive, we will be providing the public the opportunity to comment on the usefulness of our RM internet site and recommend types of information they are interested in accessing. Increasing the transparency of our RM program and modernizing the program provides these benefits to the public:

- Improve public knowledge of our RM program
- Improve DOT's ability to publish timely and accurate agency information
- Assist in agency accountability and responsiveness in decisionmaking
- Preserve public trust
- Maintain continuity of DOT operations in the event of a disaster
- Maintain protection of records from inappropriate and unauthorized destruction and access

DOT began its FY 2010 RM modernization activities by collaborating among stakeholder organizations, including the DOT OCIO, representative Operating Administration program offices, the Office of the General Counsel, and IT Services. We are actively addressing RM planning efforts from an integrated, Department-wide perspective. In response to a Presidential directive, DOT continues to assess its RM program in FY 2012 and, like other agencies, has submitted a plan to modernize its electronic RM program to the National Archives and Records Administration. DOT will collaborate with other agencies and study their RM internet sites to leverage best practices and lessons learned from those agencies.

DOT has issued an RM directive, in accordance with 36 Code of Federal Regulations, Subchapter B – Records Management, and the E-Government Act of 2002, that identifies the principles, responsibilities, and requirements for managing DOT records. DOT's RM directive provides the framework for DOT operating administrations to follow in complying with Federal laws, regulations and best practices for

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managing their records.

DOT plans to help facilitate employee compliance with the principles of the Open Government Directive by increasing awareness of RM requirements, modernizing the DOT's RM program, and providing additional supporting policy and governance to address any new RM issues that arise. We will also continue to identify opportunities for integrating RM into the planning processes for new business needs, projects, and programs.

Section 4.7: Update on Freedom of Information Act (FOIA) Program

DOT has made substantial improvements in the performance of its FOIA program by reducing backlogs, increasing timeliness, making proactive disclosures, ensuring that effective systems are in place to respond to FOIA requests, and exploring technology to increase the timeliness of disclosures. Between the end of FY 2009 and the end of FY 2011, DOT reduced its backlog of initial requests by over 43

percent and its backlog of appeals by over 32 percent. In FY 2009, DOT processed 59.2 percent of initial requests within 20 working days. By the end of FY 2011, that number had improved to 63.6 percent of initial requests processed within 20 working days. The portion of DOT's FOIA Web site created in response to the Open Government Directive includes the following updated information: (1) a description of DOT's staffing, organizational structure, and process for analyzing and responding to FOIA requests; (2) an assessment of DOT's capacity to analyze, coordinate, and respond to FOIA requests in a timely manner together with proposed changes, technological resources, or reforms that DOT determines are needed to strengthen FOIA processes; and (3) milestones that detail how DOT will reduce its

> *"Eleven of 17 Cabinet-level agencies fail to fully comply with Federal law requiring complete inventories of public records requests, and most large agencies earn a subpar grade for records management, according to a new congressional report… Among Cabinet-level departments, six earned an A grade or better: the departments of Education, Energy, Labor, **Transportation**, Treasury and the Environmental Protection Agency."*
>
> *--Ed O'Keefe, Washington Post*

pending backlog of outstanding FOIA requests by at least 10 percent each year. DOT intends to further reduce its backlogs and increase timeliness by making additional improvements to its FOIA program over the coming years.

Section 4.8: Update on Congressional Requests for Information

For more information about the process DOT uses when Congress requests information from DOT, please see DOT's Governmental Affairs Web page at www.dot.gov/ost/govaffairs/. This Web page was

updated to include the following requirements of the Open Government Directive: descriptions of staffing, organizational structure, and the process for analyzing and responding to Congressional requests for information. The page also includes links to Web pages with information on Congressional testimony and reports submitted to Congress. You can also access this page through www.dot.gov/open.

Section 4.9: Update on Declassification Program

For more information about DOT's declassification program, please see DOT's updated declassification Web page at www.dot.gov/security/declassification.html. This Web page contains the following information, as required by the Open Government Directive: information about the agency's declassification programs, information about how to access declassified materials, and information about how to provide input about what types of information should be prioritized for declassification, as appropriate. You can also access this page through www.dot.gov/open.

Section 4.10: Compliance with Other Transparency Initiatives

Section 4.10.1: Recovery.gov

The American Recovery and Reinvestment Act of 2009 (Recovery Act) was signed into law by President Obama on February 17th, 2009. It was an unprecedented effort to jumpstart our economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges so our country can thrive in the 21st century. The Act was an extraordinary response to a crisis unlike any since the Great Depression, and included measures to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

To provide the public with greater transparency and create greater accountability the Administration created the recovery.gov Web site. DOT provides this Web site with weekly updates on financial data and grant information. DOT also posts much of this information on its own www.dot.gov Web site. DOT has established a number of working groups to review and develop policies to ensure that the information being released is valid and accurate. In addition to providing information to Web sites, DOT also provides weekly updates to the Secretary, the Vice President's office and the Recovery Office at the White House on the progress of Recovery projects and the number of jobs created as a result of the Recovery Act.

In DOT, the IT work group continues to update the National Transportation Library's (NTL) Reference

Service in regards to the Recovery Act effort. The NTL has developed a Frequently Asked Questions (FAQs) Web site solution to address the most common concerns, and telephone and e-mail inquiries are routed to the NTL's Reference Service for response. This reference service is offered between 8:00 a.m. and 5:00 p.m. ET, Monday through Friday. DOT responds to all inquiries within 24 hours. Performance metrics for the NTL's Reference Service are also being captured, reported, and used to identify additional candidates for FAQs.

Section 4.10.2: USAspending.gov

This site is designed to provide citizens insight into how the government spends taxpayer dollars. The data in this site is largely from two sources: the Federal Procurement Data System (FPDS), which contains information about Federal contracts; and the Federal Assistance Award Data System (FAADS), which contains information about Federal Financial Assistance such as grants, loans, insurance, and direct subsidies like Social Security.

USASpending.gov furthers Open Government initiatives by ensuring that the financial information provided to the public is correct. DOT has a Grants Information System (GIS) that provides the recipient's name, address, zip code, and identifying information to verify that data is correct.

DOT is currently working with operating administrations (OAs) in the development of Memorandums of Understanding (MOU) to ensure OAs meet quality assurance reporting guidelines. Also, the MOU provides documentation in regards to internal and external electronic and manual reporting systems procedures that feed into the Grants Information System. This information will provide a baseline for integrating future systems when funding becomes available. DOT has also begun the modernization and integration effort to deploy a single, integrated Departmental acquisition platform throughout the Department to link all financial procurement and award functionality to the Department's Financial Management Business Transformation effort.

Section 4.10.3: FSRS.gov

This site is a system that allows prime grant award and prime contract recipients to report sub-award activity and executive compensation.

The Federal Funding Accountability and Transparency Act (FFATA) Sub-award Reporting System – FSRS.gov – is the system that allows grant award and contract award recipients to electronically report their sub-award activity. On July 2010, FSRS.gov launched as the resource for prime awardees to report on FFATA-required contract sub-award activity and executive compensation. On October 2010, FSRS.gov expanded to incorporate FFATA-required grant sub-award and executive compensation reporting. This

site is pre-populated through USAspending.gov. Eligible financial assistance information is originally provided by DOT's GIS into USAspending. Then USAspending pre-populates eligible information into FSRS.gov.

Section 4.10.4: e-Rulemaking

The Federal Docket Management System (FDMS) is an enhanced Federal-electronic docket management system. This system provides public access to Federal regulatory, adjudicatory, and other information by providing a one-stop internet site for the public to search, view, download, and submit comments/submissions. The FDMS is a major component of the e-Rulemaking Presidential Initiative. The FDMS offers a standard online procedure for Federal departments and agencies to handle and process rules. Regulations.gov allows the public to obtain information and to provide comments/submissions on proposed rulemakings and non-rulemakings that are open for comment or other public participation.

Coordinated by the EPA, Regulations.gov is designed so that the public has a single point of access to regulatory and other information across the Federal Government. The initiative should also reduce the cost generated by duplicate information systems and technical infrastructures.

Currently, DOT documents are posted to Regulations.gov through DOT Docket Operations Center. DOT then uses an internal process for distribution and review. Employees in DOT Dockets Office review the documents and approve them for permanent storage onto Regulations.gov.

Section 4.10.5: IT Dashboard

In June 2009, the OMB launched the online IT Dashboard, which allows the American people to monitor IT investments across the Federal Government. The dashboard tracks performance of "major" IT investments as reported by Federal agencies and departments. Major IT investment means a system or an acquisition requiring special management attention because it: has significant importance to the mission or function of the agency, a component of the agency or another organization; has significant program or policy implications; has high executive visibility; has high development, operating, or maintenance costs; is funded through other than direct appropriations; or is defined as major by the agency's capital planning and investment control process. This site is administered by the OMB, and DOT provides information on a monthly basis as required.

For fiscal year 2012, the OMB, in coordination with many of the executive agencies including DOT, revamped the major IT investment reporting requirements and subsequently the online IT Dashboard. This upgrade provides citizens with simpler, more straightforward investment performance information with more user-friendly data feeds and displays. The public becomes further empowered to examine

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major IT investments and provide input concerning their benefits and costs. The new reporting requirements paired with the investment data being open to the public have had a positive impact on the investment management and oversight practices at DOT, increasing the accountability of both investment teams and executive decisionmaking committees/personnel. Further, DOT has been making a strong effort to improve our investments' data quality, promoting clear, well bounded activity scope, cost, and duration, as well as the reporting of honest actual performance against these baselines. To that effect, our investments have shown improvement in their future planning and management with minimal need to re-baseline throughout the current fiscal year. Additionally, investment contract data on the IT Dashboard now have stronger links to the authoritative source for contracts, USASpending. DOT fully supports the new IT Dashboard and will continue to refine its data reporting and analysis processes to ensure citizens are provided the most current, accurate information possible.

Section 4.10.6: Data.gov

A priority Open Government initiative for the Administration, data.gov allows the public to easily find, download, and use datasets that are generated and held by the Federal Government. Data.gov provides a storefront for raw datasets, tools that leverage Federal datasets, and geo data. The site provides descriptions of the data, information about how to access the datasets, and an opportunity to rate their utility. The data catalogs will continue to grow as datasets are added. Federal Executive Branch data are included in the first version of data.gov.

DOT met the Open Government Directive requirement to publish datasets by January 21, 2010. DOT continues to operate a data.gov working group that plans and implements DOT's data.gov program. This working group also coordinates closely with other working groups on information declassification, data privacy and confidentiality, and information security to identify and propose solutions to hurdles to Open Government and data transparency in their respective areas.

To meet the Open Government Directive's requirements for identifying, prioritizing, and releasing high value datasets through data.gov, the DOT data.gov working group developed guidelines and regularly posts updates to its public data inventory at www.dot.gov/open/data. In addition, DOT has committed to ensuring that its regulatory enforcement and compliance data are posted to data.gov, through its plan. DOT datasets included in many communities on data.gov, including law and energy. They will also be a central part of the safety community on data.gov, as noted earlier in this Plan. As of March 2012, DOT has published over 700 datasets to data.gov and plans for over 1,500 more. The datasets DOT has released have received over 46,000 views through the data.gov system.

Appendix A: Acronym List

Abbreviation/Acronym	Definition
AMS	Acquisition Management System
ARRA	American Recovery and Reinvestment Act
BTS	Bureau of Transportation Statistics
CeRI	Cornell e-Rulemaking Initiative
CFO	Chief Financial Officer
CFS	Commodity Flow Survey
CIO	Chief Information Officer
CRADA	Cooperative Research and Development Agreement
CSA	Compliance Safety Accountability
DHS	Department of Homeland Security
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOT	Department of Transportation
EA	Enterprise Architecture
E.O.	Executive Order
EPA	Environmental Protection Agency
ERA	Electronic Records Archive

Abbreviation/Acronym	Definition
ET	Eastern Time
FAA	Federal Aviation Administration
FAADS	Federal Assistance Award Data System
FAQ	Frequently Asked Question(s)
FAR	Federal Acquisition Regulation
FCC	Federal Communications Commission
FDMS	Federal Docket Management System
FHWA	Federal Highway Administration
FISMA	Federal Information Security Management Act
FMCSA	Federal Motor Carrier Safety Administration
FOIA	Freedom of Information Act
FOUO	For Official Use Only
FPDS	Federal Procurement Data System
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
GIS	Geographic Information System also, Grants Information System
GSA	General Service Administration
HR	Human Resources
HUD	Department of Housing and Urban Development

Abbreviation/Acronym	Definition
ICC	Interstate Commerce Commission
ICR	Information Collection Request
IT	Information Technology
ITS	Intelligent Transportation Systems
MARAD or MarAd	Maritime Administration
MCSAP	Motor Carrier Safety Assistance Program
NARA	National Archives and Records Administration
NAS	National Airspace System
NASA	National Aeronautics and Space Administration
NCAP	New Car Assessment Program
NHTSA	National Highway Traffic Safety Administration
NIEM	National Information Exchange Model
NIST	National Institute of Standards and Technology
NOYS	National Organization for Youth Safety
NRC	Nuclear Regulatory Commission
NTL	National Transportation Library
OA	Operating Administration
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
ODAPC	Office of Drug and Alcohol Policy and Compliance

Abbreviation/Acronym	Definition
OGC	Office of General Counsel
OGESG	Open Government Executive Steering Group
OIG	Office of the Inspector General
OMB	Office of Management and Budget
OPA	Office of Public Affairs
OPD	Office of Policy Development
OST	Office of the Secretary of Transportation
PHMSA	Pipeline and Hazardous Materials Safety Administration
PIA	Privacy Impact Assessment
PII	Personally Identifiable Information
PM	Program/Project Manager
PMC	Performance Management Council
PMO	Project Management Office or Officer
PRA	Paperwork Reduction Act
RITA	Research and Innovative Technology Administration
RM	Records Management
RSS	Really Simple Syndication
SAO	Senior Accountable Official
SES	Senior Executive Service
SLSDC	Saint Lawrence Seaway Development Corporation

Abbreviation/Acronym	Definition
SORN	System of Records Notice
SSI	Sensitive Security Information
STB	Surface Transportation Board
SWOT	Strengths, Weaknesses, Opportunities, Threats [Analysis]
TCB	Technology Control Board
TOS	Terms of Service
TOU	Terms of Use
U.S.	United States
USCG	United States Coast Guard
UTQGS	Uniform Tire Quality Grading System
VGI	Volunteered Geographic Information
XML	eXtensible Markup Language

Appendix B: Requirements Mapping to the Open Government Directive

Section	Description	Plan Section
1	**Formulating the Plan**	2
2	**Publishing the Plan**	N/A
a	**Transparency**	1.1, 3.2, 3.3
a	Changes to internal management and administrative policies	4.2
a.i	Strategic action plan for transparency	Same as version 1.2, Section 3.1
a.i.1	Inventory of high value datasets for download	Find on Web site www.dot.gov/open/data
a.i.2	Foster public's use of this information	3.1, 3.2, 3.3, 3.4
a.i.3	Identify high value information not previously been released	3.1, 3.2, and refer to previous plan, version 1.2, Section 3.1
a.ii	Plan for timely publication of data	Same as version 1.2, Section 3.1
a.iii	Complying with transparency initiative guidance	4.1
a.iv	Inform the public of significant actions and business of your agency	4.5
a.v	Records management requirements	4.6
a.vi	FOIA	4.7
a.vii	Congressional requests for information	4.8
a.viii	Declassification programs	4.9
b	**Participation**	
b	Changes to internal management and administrative policies	4.2
b.i	Links to participatory Web sites	1.2
b.ii	Plans for feedback and innovative tools	3
c	**Collaboration**	

Section	Description	Plan Section
c	Changes to internal management and administrative policies	4.2
c.i	Technology platforms	3
c.ii	Links to collaborative Web sites and tools	1.2
c.iii	Plan for innovative methods	1.1.8, 3.6
d	Flagship Initiative	3.1
d.i	Overview of initiative	3.1
d.ii	Plan for engaging public	3.1
d.iii	External partners for initiative (if appropriate)	3.1
d.iv	Plan for improved transparency, participation, and collaboration	3.1
d.v	Plan for sustainability	3.1
e	Public and agency involvement	2.1, 2.2