DoD Open Government Plan
Version 2.0

April 9, 2012

Since its initial publication, our Open Government Plan has emerged as a vital communications channel between the Department of Defense and the public. Our efforts to support Open Government have provided a step forward in promoting a culture of openness and accountability, and helped increase transparency, participation, and collaboration at the Department.

We continue to welcome your thoughts on our Open Government Plan at http://www.defense.gov/open, or via email at open@osd.mil. We specifically want to hear from you on how our plan can be improved, and on what data and information you want to see from the Department. We also encourage you to think of innovative ways to use the information we have made available and to provide us feedback on these innovations.

David M. Wennergren

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Introduction

About Open Government

On January 21, 2009, shortly after assuming office, the President of the United States issued the Presidential Memorandum on Transparency and Open Government, setting forth three basic principles for agencies of the executive branch to pursue as the normal course of business: transparency, participation and collaboration.

On December 8, 2009, the Office of Management and Budget issued an Open Government Directive, detailing specific timelines, goals and requirements for each executive branch agency to meet in support of the President's goals. Among these were requirements to create an Open Government Web site, continue contributing to Data.gov, and develop an Open Government Plan which lays out the history and future course of the agency's work in support of the goal of a more open and transparent government.

Department of Defense Involvement in Open Government Activities

The Department's work to further the President's vision began in early 2009 as Data.gov was developed and launched and has grown continually since, in parallel to efforts of the Federal Government as a whole. What began as an informal partnership between the Office of the Assistant Secretary of Defense (Public Affairs) and Office of the Assistant Secretary of Defense (Networks & Information Integration)/DoD Chief Information Officer has led, upon issuance of the Open Government Directive, to a governance structure under the leadership of the Office of the Deputy Chief Management Officer, as designated by the Deputy Secretary of Defense. You can learn more about our leadership's engagement in the section titled "How Open Government Efforts Are Led at DoD" on page 5.

A Living Document

This plan is by its nature unfinished and is intended to be a living document. As we move forward with implementing the Open Government Directive, new ideas will be generated, pitfalls discovered, challenges overcome and technologies embraced. We intend to continue dialogue on the best way forward, and adjust our actions and plans accordingly.

In the following pages, you can read in much greater detail about many of the programs and initiatives we are undertaking as well as details for how we developed this plan. You can find links to Web sites you may find helpful and interesting, as well as explanations of exactly how we are organizing and communicating Open Government across the entire Department.

Leadership, Governance and Culture Change

How Open Government Efforts Are Led at DoD

Responding to the President's challenge to create and institutionalize a culture of Open Government, DoD established a governance structure that includes Senior Leadership and representatives from across the DoD Components[1] to develop and implement an unprecedented and sustained level of openness and accountability at all levels of the Department.

Open Government Directive: Senior Accountable Officials

In December 2009, upon issuance of the Open Government Directive (OGD), the Deputy Secretary of Defense designated the Deputy Chief Management Officer (DCMO) as the senior accountable official for the Department's implementation of Open Government efforts. The Honorable Elizabeth A. McGrath is responsible for the Department's overall Open Government strategy and execution. The Assistant Deputy Chief Management Officer, Mr. David M. Wennergren, maintains day-to-day oversight of the Open Government initiative to assure that the principles of the OGD are adhered to as we implement and refine our Open Government Plan.

We also designated Mr. Michael J. McCord, Principal Deputy Under Secretary of Defense (Comptroller), as our senior official accountable for the quality and objectivity of, and internal controls over, federal spending data disseminated by the Department to the public.

Our Goals for Open Government Implementation

DoD has developed the following goals to guide its Open Government implementation efforts:

- Increase Department transparency and accountability to external stakeholders
- Improve internal DoD collaboration and innovation
- Institutionalize Open Government philosophies and practices at DoD

These goals are directly aligned with the principles articulated in the Open Government Directive.

How We Will Support Our Employees in the Pursuit of Open Government

DoD will employ a variety of communication, outreach and engagement tools to facilitate open dialogue among employees globally. We have established a central location on the DoD Open Government Web site that enables employees to find relevant Open Government information (e.g., policies, standards, tools, training) easily. On this site we publicize the availability of training and workshops provided by the Department, and other agencies on Open Government topics. We intend to launch a "Participation and Collaboration Community of Practice," for DoD employees, which will lay out relevant methodologies, training, policies, and tools.

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[1] Components" include: the Office of the Secretary of Defense; the Military Departments (Departments of the Army, Navy (which includes the Marine Corps) and Air Force; the Office of the Chairman of the Joint Chiefs of Staff; Combatant Commands; the Office of the Inspector General of the Department of Defense; Defense Agencies, and Defense Field Activities. For more on the Department's organization, see http://www.defense.gov/pubs/dod101/dod101.html#organized.

How We Will Measure the Success of Open Government at DoD

We anticipate a progression over time in how we measure the success of Open Government at DoD. We continue to report progress with respect to execution of the plan to the public on our Open Government Web site (http://www.defense.gov/open) on a quarterly basis, in the "Evaluating Our Progress" area. One of our key tasks is ensuring that we develop the right quantitative metrics for the success of Open Government at DoD. At this time our metrics include:

Transparency:
- Number of high value data sets and tools published
- Freedom of Information Act (FOIA) backlog, time to respond, and total requests processed

Participation and Collaboration:
- Number of prizes and competitions on Challenge.gov
- Number of Web site visits

These metrics will be refined and others will be added via a cross-DoD dialogue as our work progresses. We will also look to the public to help us define relevant measures.

How We Will Seek to Collaborate with Other Agencies on Open Government

We believe that it is vital to collaborate with other agencies in the advancement of Open Government. We continue to do so in several ways:

- Continued participation in the interagency workgroups for Open Government and Data.gov, sharing of all materials, results, tools and training that could be transferable to other agencies.
- Collaboration with other agencies to create multifaceted flagship initiatives and challenges.

How We Will Work with the Public

To strengthen our citizen-centered approach, we continue to expand the use of the internet, to help bring citizens closer to Open Government at DoD. Our goal is still to ensure citizens have access to a wide range of tools and information that will enable them to participate more fully. Citizen engagement continues to take many forms, including soliciting and incorporating public feedback via our Open Government Web site (http://www.defense.gov/open), the use of online surveys, and peer-to-peer communication tools such as blogs and wikis for open on-going dialogue on specific issues and feedback. The Department continues to explore new capabilities to engage the public and foster participation. We remain committed to incorporating feedback received via the "Contact Us Form" on our Open Government Web site and our email inbox (open@osd.mil.).

In-Depth Transparency

The Department continues to undertake broad efforts to increase the transparency of DoD business operations and make information more easily accessible to the public.

Access to DoD High-Value Datasets and Tools

Data.gov

Since the launch of Data.gov in May 2009, DoD has been committed to expanding public access to information and adopting a presumption in favor of openness and access. The Department will continue to use Data.gov as the access point for an ever increasing quantity of high-value, authoritative data that is not restricted for national security, privacy or other statutory reasons.

DoD Data Currently Available for Download

DoD continues to seek direct and indirect feedback provided from the public to improve agency transparency and to identify information of greatest value to them. Feedback provided from Data.gov has been used to identify and characterize new high-value data and improve the usability of disseminated data and tools. Notable examples include:

Raw Datasets

- Military Installations, Ranges, and Training Areas
- Personnel Trends by Gender/Race
- Active Duty Marital Status
- Reserve Personnel Trends by State
- Office of Secretary of Defense/Joint Staff Freedom of Information Act Logs
- DoD Business Enterprise Architecture

Tools/Apps

- Federal Logistics Information System Web Search (WebFLIS)
- Business Identification Numbers Cross-referencing (BINCS) System
- American Forces Press Services News
- Federal Item Name Directory (H6) Search Tool
- Defense Logistics Agency Energy Fact Book
- Defense Office of Hearings & Appeals Decisions

To date, DoD has published a total of 301 high-value datasets and tools for public consumption through Data.gov. The Department also contributed 55 of the initial 94 datasets included as part of the launch of the Law Data Community, providing ready access to thousands of DoD legal decisions dating back to 1996.

Compliance with Open Government Transparency Initiatives

eRulemaking

The Federal eRulemaking initiative facilitates public participation in the federal regulatory process by improving the public's ability to find, view, understand and comment on federal regulatory actions and rulemaking materials. The initiative improves access to, and quality of, the rulemaking process

for individuals, businesses and other government entities while streamlining and increasing efficiency of internal agency processes.

Regulations.gov
Pursuant to the Administrative Procedure Act provisions of 5 U.S.C. 553, it is Departmental policy to make regulatory dockets electronically accessible and searchable, and to allow for electronic submission of comments using Regulations.gov, as part of our implementation of the E-Government Act of 2002.

Launched in 2003, Regulations.gov is eRulemaking's public-interfacing Web site providing citizens, small businesses, corporations, civic organizations and all levels of government with one-stop, Internet access to view, download and submit comments on federal rules and notices.

Interested parties can use this Web site for online viewing, search, submission, and retrieval of docketed information 24 hours per day, seven days per week. Here the public can review and comment electronically on DoD rulemakings. All public comments submitted electronically, or by mail, are posted to the appropriate regulatory docket on the site. In addition to rulemakings, the Department posts and accepts public comment on Federal Register notices, such as Information Collection Requests under the Paperwork Reduction Act and Privacy Act notices. Participation by the Department in this important initiative provides transparency and public access in developing regulations, as well as promoting a more efficient regulatory process within the Department of Defense.

The Federal Docket Management System (FDMS) is a U.S. Federal Government internet database system that facilitates public participation in the Federal regulatory process by improving the public's ability to find, view, and comment on all Federal regulatory actions. The Department stores official public records on published proposed and final regulations, public comments on proposed rules, related information, and certain other documents, such as Privacy Act System of Records Notices on this electronic FDMS Docket system. The Department uses this docketed material when making regulatory decisions. Docketed material is available for review by interested parties online at Regulations.gov.

Federal Register
Pursuant to the Administrative Procedure Act (APA), provisions at 5 U.S.C. 553, the Department will continue to publish a statement of rulemaking authority in the daily Federal Register for all Proposed Rules, Final Rules or a "Notice of Proposed Rulemaking (NPRM)".

Interested parties can access new information daily at FederalRegister.gov to view publication of DoD regulatory documents in the following categories: Pending Publication, Significant Regulations, Recent Articles, Closing Soon and Documents Opening.

RegInfo.gov
In accordance with the Paperwork Reduction Act and Executive Order 12866, DoD will continue to submit public collections and rules prior to publication to the Office of Information & Regulatory Affairs (OIRA) for review and approval. The public can use this site to search the following:

- Current and past DoD rules that went to OIRA for review.

- Applicable DoD Information collection requests that are under review at OIRA.

- DoD Unified Regulatory Agenda. This agenda provides information concerning agency rules under development or review and is published in the Federal Register in the spring and fall of each year.

- DoD Regulatory Plan. The plan provides information concerning the most important significant regulatory actions that the agency is planning to take and is published in the fall of each year.

- DoD Regulatory Flexibility Agenda. This agenda provides information concerning any rule that an agency expects to prepare or promulgate that is likely to have a significant economic impact on a substantial number of small entities. The agenda is published as part of the Unified Regulatory Agenda in the spring and fall of each year.

Code of Federal Regulations
The Administrative Procedure Act requires that "Final Rules" be published in the Federal Register and subsequently be placed or codified into the printed edition of the Code of Federal Regulations (CFR) on an annual basis. The Department works with the Office of the Federal Register to ensure that "Final Rules" as well as any related official interpretations or supplements to those rules are integrated into the CFR. The official annual editions of the CFR are assembled from the material published in the e-CFR. Each of the 50 subject matter titles are republished each year on a staggered, quarterly basis, and appear in print and online at (http://www.gpo.gov/fdsys/browse/collectionCfr.action?collectionCode=CFR)

Electronic Code of Federal Regulations (e-CFR)
The e-CFR is an unofficial editorial compilation of CFR material and Federal Register amendments produced by the National Archives and Records Administration's Office of the Federal Register (OFR) and the Government Printing Office. The OFR updates the material in the e-CFR on a daily basis. The current update status appears at the top of all e-CFR web pages. The Electronic Code of Federal Regulations (eCFR) offers the public a timely source for finding federal regulations currently in effect. The Office of the Federal Register and the Government Printing Office maintain the database, which integrates rule amendments and additions with the current CFR title. Note it is not an official legal edition of the CFR. The Office of the Federal Register updates the eCFR on a daily basis and the current update status appears at the top of all eCFR web pages (http://ecpr.gpo.gov).

Federal Digital System
The Federal Digital System (FDsys.gov) provides free online access to official DoD publications and securely controls digital content throughout its lifecycle to ensure content integrity and authenticity.

Tracking DoD Spending and Performance

American Recovery and Reinvestment Act (ARRA) /Recovery.gov
The Department has worked to meet or exceed other transparency requirements of this Act. The Department has also established a site devoted exclusively to the Recovery Act at www.defense.gov/recovery, and ensured it can be accessed from the Department's main Web site. Through this site, the Department is able to provide up to date information to the public on the use of the Department's Recovery Act funds. In addition, the site provides access to contract opportunities including a link to the www.fbo.gov and highlights the Recovery Act-supported Homeowners Assistance Program, which was established to assist qualified service members and

Department of Defense civilians who face financial loss in selling a primary residence during a move.

The Department has developed a set of departmental, agency program, and expenditure plans that detail specific projects funded by Recovery Act dollars. Our recovery plans, status of ongoing efforts and financial and accomplishment reports are published online and available for download at www.defense.gov/recovery.

USASpending.gov
OMB Guidance, M-09-19, Guidance on Data Submission under the Federal Funding Accountability and Transparency Act (FFATA), requires the Department and other Federal Agencies to report Prime Contractor Awardee data to USASpending.gov twice per month. The FFATA Subaward Reporting System (FSRS) collects data from DoD prime contractors on subcontracts they award and populate to USASpending.gov. The public can access this Web site to track all the financial spending data for DoD. The spending data is in one of several categories: Contracts, Grant and Cooperative Agreements and Loans.

To assure quality of the data and to ensure DoD provides data on contracts, grants and cooperative agreements, subcontracts, subgrants and loans, a Spending Data Quality Plan, available online at (http://open.dodlive.mil/about/spending-data-quality) was developed. This plan defines the governance needed as well as the technological changes required to be more transparent with our spending data.

IT Dashboard
The Department believes OMB's IT Dashboard (http://www.itdashboard.gov/) is an important visibility and transparency tool which provides valuable insight into Departmental information technology investment priorities and status of projects. The Department has a robust set of portfolio management processes and reviews that oversee and track its major information technology programs at multiple points throughout their life cycle to include requirements development, through acquisition/procurement; to fielding and support. Through the IT Dashboard, the Department continues to provide detailed status, spending, budget, contracting and evaluation data for more than 80 major information technology investments. These projects include major fixed base and battlespace information technology infrastructure initiatives, as well as important business systems.

We will continue to work with OMB to ensure the most appropriate, useful and accurate data is provided to the public in the Dashboard and that its utility continues to be enhanced.

PaymentAccuracy.gov
Since passage of the Improper Payments Information Act of 2002[2] (IPIA) the Department has continued to expand its annual disclosures in its Performance Accountability Reports (PAR) and currently discloses some detail of improper payment estimates for six programs or activities, including civilian pay, commercial pay, travel pay, military retirement, military health benefits, and military pay.

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[2] Pub. L. No. 107-300, 116 Stat. 2350 (Nov. 26, 2002).

From Fiscal Years 2004 through 2011, the Department identified $1.7 million in overpayments to contractors. The Department recaptured $1.35 million through internal agency payment recapture initiatives at a recover rate of 79.2%.

Key documents describing the Department's processes for handling improper payments include:

- DoD Quarterly High Dollar Improper Payment Report, available at http://comptroller.defense.gov/docs/gwipr/DoD_Q3_FY2011_High_Dollar_Improper_Payment_Report.pdf
- DoD 7000.14.R, Volume 4, Chapter 14 , "Improper Payments" , available at http://comptroller.defense.gov/fmr/
- Improper Payments Datasets, available at http://www.whitehouse.gov/omb/financial/improper_payment_dataset
- Agency Financial Report, available at http://comptroller.defense.gov/afr/fy2011/DoD_FY11_Agency_Financial_Report.pdf

How DoD Will Inform the Public about the Business of the Agency

The Department continues to use web technologies to include collaborative tools such as social networking services, social media, user-generated content, social software, e-mail, instant messaging, and discussion forums to obtain and disseminate information to the public.

Official Department of Defense Web Site
Our homepage, available at http://www.defense.gov/, features a number of sources which make information more accessible. Users can browse by topic, audience, or location to see the most pertinent and relevant information or see which pages contain the most requested information. The site also allows visitors to sign up to receive notices when updates are made to particular pages, and highlights the many ways that the public can connect with DoD resources.

DoD Open Government Web Site
The DoD Open Government Web site, available at http://www.defense.gov/open, creates an easily accessible location for the public to verify how the Department is making itself more transparent, participatory, and collaborative. Our Open Government Web site provides information about current and ongoing initiatives and invites the public to share ideas.

USA.gov
USA.gov. This Web site and its Spanish language counterpart, GobiernoUSA.gov, make it easy for the public to find official DoD information and services on the web and through social media channels. The public can also find official government information by calling 1 (800) FED-INFO, through printed publications, and by visiting Pueblo.gsa.gov, Kids.gov, Consumeraction.gov, and Consumidor.gov.

Electronic Journals
The Department provides a broad range of high quality multimedia products and services to inform, educate, and entertain DoD audiences.

- Defense.gov News: Official News Releases (Directorate for Press Operations)
- Defense.gov News Photos (Directorate for Press Operations)
- Public Information Series (Directorate for Public Inquiry and Analysis)
- Defense Media Activity (a DoD Field Activity that provides information to the DoD audiences around the world)

Public Communication

The DoD Office of Public Communication communicates directly with the American and international publics on behalf of the Secretary of Defense and DoD in order to provide the public with accurate, timely, and appropriate information about the Department's mission, activities, and policies.

How DoD Is Meeting Current Records Management Requirements

The Department issued policy guidance and works with the National Archives and Records Administration (NARA) to ensure valuable records are carefully maintained for future use.

The Department publishes and maintains a policy directive, DoD Directive 5015.02,[3] which provides overarching records management guidance for all Department Components. In turn, Components have their own subordinate policy documents which locally implement the Department-wide issuance. Subordinate commands and organizations may have even more specific published guidance. Each of these is compliant with policy and regulations from NARA.

- Army. The Department of the Army's Records Management and Declassification Activity can be found at https://www.rmda.army.mil/.

- Navy. The Department of the Navy's records management program can be found at http://www.doncio.navy.mil/PolicyView.aspx?ID=707.

- Air Force. The Department of the Air Force's key documents for records management include AFI 33-321, Authentication of Air Force Records, AFI 33-322, Records Management Program, AFMAN 33-363, Management of Records, and AFI 33-364, Records Disposition, Procedures and Responsibilities. They are all available at http://www.e-publishing.af.mil/.

- Combatant Commands. In the case of Combatant Commands (which are responsible for either a geographic area (e.g., U.S. Pacific Command) or a functional area (e.g., U.S. Transportation Command), the Office of the Chairman of the Joint Chief of Staff provides records management guidance through the Chairman of the Joint Chiefs of Staff Instruction 5760.01A, available at http://www.dtic.mil/cjcs_directives/cdata/unlimit/5760_01.pdf.

- Office of the Secretary of Defense, Defense Security Cooperation Agency, Defense Advanced Research Projects Agency and Certain Field Activities. For these organizations, additional guidance is provided by Administrative Instruction 15, available at http://www.dtic.mil/whs/directives/corres/ins2.html. The Web site at http://www.dtic.mil/whs/esd/rdd/records-management.htm provides additional materials and links.

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[3] Available at http://www.dtic.mil/whs/directives/corres/pdf/501502p.pdf

DoD and the Freedom of Information Act (FOIA)

Overall Structure. The Freedom of Information Act (FOIA) Program at the Department operates under the authority of the DoD Chief FOIA Officer, Mr. Michael L. Rhodes, Director of Administration and Management (DA&M), Office of the Secretary of Defense. This senior official is responsible for monitoring FOIA implementation for the Department and ensuring compliance with governing FOIA policies and procedures in accordance with the FOIA, 5 U.S.C. 552. Additionally, the Defense Freedom of Information Policy Office (DFOIPO) is responsible for the formulation and implementation of FOIA Policy for the Department on behalf of the Director of Administration and Management. Due to its size and complexity, the DoD FOIA Program is decentralized, with operations at hundreds of FOIA offices worldwide. Each DoD Component operates its own FOIA office and responds to FOIA requests for its own records.

FOIA Requestor Service Centers. The DoD FOIA Requester Service Centers are the initial starting point for requesters to submit a FOIA request and receive additional information pertaining to the status of a pending FOIA request. The DFOIPO website, available at http://www.dod.mil/pubs/foi/dfoipo/, provides links to the DoD FOIA Requester Service Centers and a listing of FOIA Public Liaisons, should you need customer service regarding a FOIA request. The FOIA Public Liaisons report to the agency Chief FOIA Officer and serve as the supervisory official to whom a requester can raise concerns, following an initial response from the FOIA Requester Service Center. FOIA Public Liaisons also assist in reducing FOIA delays, providing the status of FOIA requests and assisting in the resolution of disputes. For maximum efficiency in initiating a DoD FOIA request or to learn more about the DoD FOIA Program, interested parties should reference the DoD Freedom of Information Handbook.

When a FOIA Requester Service Center receives a FOIA request, the request is first analyzed to determine whether or not it conforms to FOIA and Agency regulations. Next, each Requester Service Center determines the staff office within the Component that would most likely have responsive documents, and tasks that specific office to find and review the responsive documents. Once reviews are complete, a response is sent to the requester with any number of possible answers. The response could provide the requester with one or more of the following: all documents requested; documents requested with some information redacted; a denial of documents in their entirety; an explanation that the requested documents were not located; or an explanation that the documents were sent to another agency or Department Component for review.

Electronic FOIA Reading Rooms. FOIA amendments signed into law in 1994 added a requirement that agencies must establish an Electronic FOIA (EFOIA) Reading Room. The EFOIA Reading Room contains such materials as certain DoD manuals, specific DoD policy statements, and opinions developed in the adjudication of cases. At the Department, each DoD Component, to include the Military Services, Department of Defense Agencies, and Combatant Commands, maintains its own Reading Room.

On our Open Government Web site, we've also added links to the major FOIA Reading Rooms maintained across the Department, which contain frequently requested material and are regularly updated.

Backlog Reduction. Overall, the Department is improving its capacity to analyze, coordinate and respond to requests in a timely manner. The Department is in the fourth year of a five year backlog reduction plan that was created in response to the Office of Information and Privacy, Department

of Justice memorandum implementing Executive Order 13392. Our goals are outlined in our FOIA Backlog Reduction Plan FY 2007, and supplemented by our FOIA Backlog Reduction Plan FY 2008. It is available at http://www.dod.mil/pubs/foi/dfoipo/backlog_reduction_plan.html. The plan was dependent upon funding changes commencing with the FY 2008 budget. Included in the plan is a five year budget to fully support implementation. FY 2008 amendments to the plan included significant milestones based on increased funding provided during that fiscal year. With increased funding, additional manpower slots and training initiatives, we remain substantially on schedule to consistently reduce the year to year backlog in both initial requests and appeals.

In accordance with the Open Government Directive, the Defense Freedom of Information Policy Office tasked the DoD FOIA Components having significant backlogs to identify required milestones to meet the goal of reducing backlogs by 10% per year. Affected Components include: the Office of the Secretary of Defense/Joint Staff (OSD/JS), the Departments of the Army, Navy, and Air Force, U.S. Central Command, U.S. Southern Command, U.S. Special Operations Command, the Defense Information Systems Agency, the Defense Intelligence Agency, the National Geospatial-Intelligence Agency, the National Reconnaissance Office and the National Security Agency. Plans with Milestones are posted at: http://www.dod.mil/pubs/foi/dfoipo/docs/open_gov_FOIA_Backlog_Milestones.pdf.

Combined, these two plans have been instrumental in the DoD reducing its FOIA backlog by 37% during a three year period, from the beginning of FY 2009 through the end of FY2011. A significant item in the latest plan included an effort to establish and maintain a structure and process to continuously identify, address, and close the ten oldest FOIA requests. This effort began in FY 2007 and was strengthened in FY 2008 when the FOIA OSD/JS FOIA Office closed eight of the ten oldest cases. This effort to close the ten oldest cases remains ongoing within the OSD/JS FOIA Office. In FY 2011, DoD closed all of the FOIA requests that were reported as the ten oldest cases at the end of FY 2010.

Responsive actions are discussed in much greater detail in the Chief FOIA Officer Report. A noteworthy transparency initiative is the continuous posting of OSD/JS FOIA responses, with Air Force, National Guard Bureau and Defense Finance Accounting Services following suit. Another noteworthy accomplishment was the TRICARE Management Agency's and Defense Logistics Agency's working collaboratively with their respective Contracting Offices and General Counsel to obtain contractor approval to proactively release contractual documents without the prompting of a FOIA request. Also, DoD's move to utilize the talent and expertise of its FOIA professionals and host training workshops at its numerous installations throughout the world has made it possible for DoD to train over 300 DoD FOIA professionals, at a reduced cost. DoD recognizes the need to do more of this during these fiscally constrained times and has several training opportunities on the schedule for the remainder of the fiscal year. Still another accomplishment was the Defense Logistics Agency, National Geospatial Intelligence Agency and Defense Intelligence Agency concentrated effort to reduce their FOIA backlogs, resulting in tremendous success, as their FOIA backlogs decreased by 69%, 38% and 29% respectively. Finally, analyzing the response time on DoD FOIA requests shows that DoD closed 84% of its complex FOIA cases within 100 days of receipt.

DoD and Congressional Requests for Information

The Office of the Assistant Secretary of Defense for Legislative Affairs is responsible for coordinating all requests for information from Congress including senior officials testifying at hearings. The homepage can be found at http://la.defense.gov/, and includes a general description of how the office functions and administers legislative affairs for the Department with Congress and the White House. The office is continuing to improve the Web site within the bounds of the Department's security regulations. Key documents describing the Department's processes for handling congressional requests for information include:

- Department of Defense Directive 5142.01, "Assistant Secretary of Defense for Legislative Affairs (ASD(LA))," available at http://www.dtic.mil/whs/directives/corres/pdf/514201p.pdf.

- Department of Defense Instruction 5400.04, "Provision of Information to Congress," available at http://www.dtic.mil/whs/directives/corres/pdf/540004p.pdf.

- Department of Defense Instruction 5545.02, "DoD Policy for Congressional Authorization and Appropriations Reporting Requirements," available at http://www.dtic.mil/whs/directives/corres/pdf/554502p.pdf.

Declassification of Department Information

In December 2009, President Obama issued an Executive Order to increase the speed and efficiency of declassifying over 400 million pages of historical records across the government, many of which involve DoD are of interest to academia, the media and the public at large.

Structure. The Department is the single largest declassifying organization (in terms of number of pages released) in the Federal government. Each one of the Department's Components maintains its own program to meet declassification timelines for executing automatic and mandatory declassification reviews delineated in President Obama's December 2009 Executive Order 13526, "Classified National Security Information" (document available at http://edocket.access.gpo.gov/2010/pdf/E9-31418.pdf). The Department adopts a framework of centralized oversight with decentralized execution of declassification activities across the Department. This allows for a risk-based approach to balancing the imperatives of public transparency and protection of national security.

National Declassification Center. To facilitate declassification, the Department strongly supports the National Declassification Center created by the President's Executive Order. The Department provides business process reengineering expertise to the National Archives and Records Administration who, along with a team of experts from across the federal government, are dedicated to the retirement and release to the public of over 400 million pages of records now held in the College Park, Maryland facility. Likewise, these efforts will serve to modernize the overall declassification system. The Department will continue to work with the National Archives and Records Administration to ensure information regarding activities of the new National Declassification Center is made available through appropriate Web-enabled environments to include Data.gov. More information on the Center can be found at http://www.archives.gov/declassification/.

Department of Defense Joint Referral Center. To kickstart our involvement with the National Declassification Center, the Department established a Joint Referral Center. This element serves as

an adjunct to the National Declassification Center where Department of Defense Components may jointly pilot new business processes and technologies to streamline and standardize how we manage referrals in the declassification process.

<u>Summary</u>. Our declassification approach includes:

- Supporting structured reviews within the business process reengineering effort to standardize declassification processes and ensure they are optimized for future operations;

- Establishing a capability for prioritizing information that is informed by the National Archives and Records Administration outreach to, and interface with, the public interest declassification community and the American people;

- Establishing the Department of Defense Joint Referral Center, to ensure a central mechanism for rapid coordination across all Department Components to clear permanently valuable records slated for declassification;

- Collaborating closely with the National Archives and Records Administration on their National Declassification Center Strategic Communications campaign, including providing essential content and articles for their Web site; and

- Publishing an expedited update during calendar year 2010 to key Department regulations (DoDI 5200.01, "DoD Information Security Program and Protection of Sensitive Compartmented Information," and DoD 5200.1-R, "Information Security Program"), which implement requirements of President Obama's December 2009 Executive Order[4].

Initiating a Declassification Review. The key document and other supporting reports describing the Department's process for handling declassification of DoD records include:

- DoD Manual 5230.30-M, "DoD Mandatory Declassification Review (MDR) Program, "December 12, 2011, available at http://www.dtic.mil/whs/directives/corres/pdf/523030m.pdf.
- National Declassification Center Prioritization Plan
- Bi-annual Report on Operations of the National Declassification Center

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[4] The current version is available at http://www.dtic.mil/whs/directives/corres/pdf/520001r.pdf

In-Depth Participation and Collaboration

DoD has taken numerous steps to foster greater public participation in the Department's ongoing efforts to increase transparency, participation and collaboration. While the Internet has been a main pathway of communication to the public for many years, it is now being used to interact with and gain input from the public through Web 2.0 technologies. The techniques and methods that DoD uses to engage with the service members and the public described in the following sections.

Participation in Challenges and Competitions

DoD has embraced the use of Challenge.gov to engage the public for innovative solutions to problems faced by the Department every day. To date, DoD components have posted 19 of the 162 challenges on Challenge.gov, offering over $40 million in prizes and attracting over 200,000 supporters. The Department will continue to use this tool to increase public participation in the future.

This online challenge platform allows the public to compete for prestige and prizes by providing the government with novel solutions to tough problems, large and small. Challenges range from fairly simple (idea suggestions, creation of logos, videos, digital games and mobile applications) to proofs of concept, designs, or finished products that seek to solve the Department's 21st century challenges. Prizes (monetary or non–monetary) often accompany challenges and contests. We have included detailed descriptions of several new DoD initiatives that will take the form of challenges in the section entitled "Other DoD Initiatives" on page 27.

Participation through Social Media

- <u>DoD Blogging.</u> Daily updates from Pentagon Channel reporters and senior Defense Department officials on DoD news and information, <u>Bloggers Roundtable speakers</u> and topics, Pentagon Channel programming, pertinent DoD coverage by mainstream media, and other DoD media are posted at <u>http://www.dodlive.mil/</u>.

- <u>Microblogging</u>. The Department uses <u>microblogging platforms</u> (i.e. Flickr, Twitter, Facebook, and YouTube) to not only push out useful information, but also as a means   to engage in a two-way dialogue with the public.

- <u>Social Media Directory</u>. The Department's social media directory lists all of DoD's official pages across various social media networks.
    - Defense Department - <u>http://www.defense.gov/RegisteredSites/SocialMediaSites.aspx</u>
    - Army - <u>http://www.army.mil/media/socialmedia/</u>
    - Navy - <u>http://www.navy.mil/socialmedia/</u>
    - Marines - <u>http://www.usmc.mil/usmc/Pages/SocialMedia.aspx</u>
    - Air Force - <u>http://www.af.mil/socialmedia.asp</u>

- <u>Daily Online News Updates</u>. Press advisories, releases, transcripts, announcements of upcoming key events and daily overviews are regularly updated at <u>http://www.defense.gov/news/news.aspx</u>.

- Online Videos. Video of briefings, speeches, interviews and presentations by the Department's senior leadership are routinely made available and archived on the Pentagon Channel's Web site at http://www.pentagonchannel.mil/.

Current Opportunities to Engage

There are many existing programs and Internet presences you can use to learn more about the Department of Defense, its leadership and operation, and to connect with service members.

- Senior Leadership Travel. Travel by Secretary Panetta and other senior leaders is regularly highlighted at http://www.defense.gov/home/features/travels/.

- Community Relations Programs. The Community Relations Web site at http://www.ourmilitary.mil/ provides resources for connecting with troops.

- Capitol Hill Hearings. The Office of the Assistant Secretary of Defense (Legislative Affairs) maintains a public calendar of Department officials testifying on Capitol Hill at http://la.defense.gov/.

- Joint Civilian Orientation Conference. The Joint Civilian Orientation Conference (JCOC) (http://jcoc.dod.mil/) is a program sponsored by the Secretary of Defense for civilian public opinion leaders interested in expanding their knowledge of military and national defense issues. JCOC is the oldest existing Pentagon outreach program, having been held more than 76 times since 1948.

- Ceremonial and Patriotic Events. At well over 10,000 events a year, military color guards, musical units, aviation units and other organizations provide public performances across the nation, including patriotic openers to public events, flyovers, concerts and static displays of military hardware.

- Tours of the Pentagon and Beyond. The Pentagon Tours program annually brings over 100,000 visitors to the Department's headquarters. Various commands, installations and ships also hold programs allowing the public to more closely connect with the Department and its personnel.

- Public Queries. The Office of the Secretary of Defense's Public Communications Office annually responds to over 30,000 comments and requests for information from the general public.

Encouraging Innovation

These innovations improve DoD's environmental performance, reduce costs, and enhance mission capabilities:

- The Defense Innovation Marketplace provides a one-stop resource for the Department's Acquisition and Science and Technology professionals on information about industry's research and development activities.

- The Strategic Environmental Research and Development Program (SERDP) and the Environmental Security Technology Certification Program (ESTCP) identify and

demonstrate the most promising innovative and cost-effective technologies and methods that address DoD's high-priority environmental requirements.

- The Department currently has four DoD innovations that are currently posted to the White House Innovations Gallery and shared with the public and the Federal workforce. These innovations - DoDTechipedia, Wikified Army Field Guide, Aristotle, and ACQuipedia - span each of the three areas of transparency, participation, and collaboration.

  - DoDTechipedia. Launched in 2008 by the Under Secretary of Defense for Acquisition, Technology and Logistics, DoDTechipedia is an initiative of the Defense Technical Information Center, at the direction of the Director of Defense Research and Engineering. A scientific and technical wiki for federal and contractor personnel, DoDTechipedia is designed to increase communication and collaboration among Department scientists, engineers, program managers and operational Warfighters. This tool enables Department personnel to collaborate on technological solutions, reduce costs, add capability and avoid duplication. DoDTechipedia will aid in rapid development of technology and discovery of innovative solutions to meet critical capability needs and gaps.

  - Wikified Army Field Guide. Army Field Manuals (or "Army Tactics, Techniques, and Procedures") instruct Soldiers on all aspects of Army life. As the battlefield changes rapidly, field manuals must keep pace. Under the traditional process – in which a select few were charged with drafting and updating field manuals –manuals often failed to reflect the latest knowledge of Soldiers on the ground.

    Using the same free software behind Wikipedia, the Army's "wikified" field manuals invite military personnel - from Private to General - to collaboratively update the Army Tactics, Techniques and Procedures Manuals in real time. In so doing, the Army provides a secure means for battle-tested Soldiers to share their experience and advice from the field. Wikified Army Field Manuals ensure the men and women who serve our Nation have access to the best possible information when they need it.

  - Aristotle. Is a social networking system that provides government and contractor personnel with transparent, but appropriate, access to information regarding tens of thousands of science and technology projects, topics of interest, and collegial networks. Aristotle provides an interactive digital workspace where users can explore, understand, visualize, and contribute to information about - and linkages between - people, projects, topics and documents. This allows scientists, engineers, technologists and other users to perform better as individuals and in teams.

  - ACQuipedia. Launched in 2008, ACQuipedia is a wiki-based collaborative tool for the defense acquisition community, operated by the Defense Acquisition University. ACQuipedia serves as an online encyclopedia of common defense acquisition topics. Each topic is identified as an article; each article contains a definition, a brief narrative providing context, and includes links to the most pertinent policy, guidance, tools, practices and training that further augment understanding and expand depth. At its essence, ACQuipedia provides the acquisition workforce with quick access to information in a succinct and digestible format. Article content aggregates the most

relevant references and learning assets to narrowly focus users and quickly provide high value content.

DoD Collaboration Platforms

Organizations in the Department of Defense community use a variety of collaboration platforms, including:

- <u>Intelink</u>. This platform provides access to authorized users across the Department and other Agencies to SharePoint collaboration tools, instant messaging and Intelipedia, a wiki-based collaboration and information sharing tool.

- <u>Defense Connect Online</u>. This tool provides Web conferencing (to include audio, video, chat, instant messaging, screen sharing, etc.) and chat capabilities for users across the Department enterprise. Defense Connect Online is composed of two commercial tools and a custom portal for access. Adobe Connect is the Web conferencing application and Jabber is the XMPP secure chat service and client.

- <u>Service And Command-Centric Platforms.</u> Each of the Military Services maintains a variety of collaboration platforms and tools specific to their particular needs and operations. These include Defense Knowledge Online, Army Knowledge Online, Navy Knowledge Online, MarineNet and Air Force Knowledge.

Additional Accomplishments

The Department will continue to expand and improve its online presence, providing a wealth of information about the operations of the Department and its personnel. These initiatives, as they continue to evolve and develop, will allow growing interaction between the military, their families and the public at large, providing increased visibility of the functioning of the Department.

Communication with the Public
- DoD CIO utilized the Wordpress blogging platform to engage citizens and solicit input for the Internet-based Capabilities Directive-Type Memorandum.

- The Office of the Secretary of Defense (Public Affairs) connects bloggers with Department leadership through the Bloggers Roundtable program in order to reach niche audiences.

- The Navy Seals maintain active dialogue on their Facebook page to engage directly with fans and potential recruits through notes and polls.

- The North American Aerospace Defense – United States Northern Command Headquarters Public Affairs provides information to various social networking sites (i.e., Facebook, Linkedln, Twitter, etc.) to provide general public information and education on N-NC issues and activities.

- Northern Command Public Affairs uses social networking sites, including Facebook, Linkedln, and Twitter, as two-way communication channels to inform, educate and discuss key Department activities and incidents with the public, and is preparing to use for future cross-agency crisis-response.

- Army Wounded Warriors Program uses social networking sites to proactively reach out to medically-retired soldiers as well as their family members, service providers, and community groups who often have limited military experience.

Communication Within and Across DoD (Enterprise 2.0)

- The 10th Mountain Division's "Mountain Sound-Off" blog directly solicits feedback and ideas about Army life from the Ft. Drum community.

- Joint Task Force - North, Open Source Intelligence Section uses social networking services to collect information for their Daily Open Source Report for distribution to Non-Classified Internet Protocol Router Network consumers.

- The Defense Information Systems Agency conducted a Drupal implementation social networking pilot called DEFStar to gauge interest and usage of collaboration tools across the Department.

- The Office of VA/DoD Collaboration facilitates the development of joint policies and programs between VA and DoD. The goal of this Office is to work collaboratively with VA to avoid duplication between the Departments, remove organizational barriers, and produce better outcomes in healthcare delivery and benefit services for Service members and Veterans.

- Advanced Distributed Learning (ADL). DoD established the ADL Co-Laboratory at the Institute for Defense Analysis (IDA) to foster the collaborative research, development, and assessment of the common tools, standards, content, and guidelines for the Advanced Distributed Learning Initiative. Executive Order 13111, tasked the Department of Defense to take the lead in working with other federal agencies and the private sector to develop common specifications and standards for technology-based learning that could be used to support federal and national education and training needs. DoD also provides guidance to other federal agencies on the best use of these specifications and standards.

- Domestic Preparedness Support Initiative. This initiative, in the Office of the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, coordinates DoD efforts to identify, evaluate, deploy, and transfer technology, items, and equipment to Federal, State, and local first responders. Working closely with DHS and DOJ, we promote the advancement, commercialization, and transition of high priority DoD projects that can result in first responder capability improvements.

- Health. The Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) hosts monthly webinars to provide information and facilitate discussion on a variety of topics related to psychological health and traumatic brain injury. The webinars are open to the public.

- Security. To improve the personnel clearance investigation and adjudication processes, DoD is collaborating with the Office of the Director of National Intelligence, the Office of Personnel Management, the Office of the Assistant to the President for National Security Affairs, and the Office of Management and Budget to modernize and streamline government-wide security and suitability processes, and eliminate a eliminate a backlog of approximately 100,000 pending cases.

- <u>Unified Cross Domain Management Office.</u> (<u>UCDMO</u>) provides centralized coordination and oversight of all cross domain initiatives across DoD and the Intelligence Community (IC).   The Unified Cross Domain Management Office Charter codifies a common approach for the implementation of cross domain capabilities within DoD and the IC.

- <u>U .S. President's Global Health Initiative.</u> DoD HIV/AIDS Prevention Program <u>DHAPP</u>, based at the Naval Health Research Center (NHRC) in San Diego, California, is the DoD Executive Agent for the technical assistance, management, and administrative support of the global HIV/AIDS prevention, care, and treatment for foreign militaries. DHAPP administers funding, directly conducts training, and provides technical assistance for focus countries and other bilateral countries, and has staff actively serving on most of the Technical Working Groups and Core Teams through the Office of the U.S. Global AIDS Coordinator. DoD implemented the Presidents' Emergency Plan for Aids Relief (PEPFAR) programs by supporting HIV/AIDS prevention, treatment, and care, strategic information, human capacity development, and program and policy development in host militaries and civilian communities of 73 countries around the world.

- Navy Medicine. Navy's Bureau of Medicine and Surgery uses collaboration tools to meet information sharing requirements with civilian hospitals, insurance companies, medical researchers and the Department of Veterans Affairs.

- Cross-Combatant Command collaboration with state/local/non-governmental organizations during stabilization and reconstruction missions, connecting persons in emergency or post-disaster situations and public diplomacy efforts.

Flagship Initiatives

Virtual Lifetime Electronic Record (VLER)

Overview

VLER is a presidential initiative requiring the coordination of efforts, resources, and knowledge across multiple Agencies. DoD and the Department of Veterans Affairs (VA) have jointly developed and implemented the VLER initiative to establish the interoperability and communication environment necessary to facilitate the rapid exchange of patient, beneficiary, and designee information between public and private sector providers yielding consolidated, coherent, and consistent access to electronic records that will enrich support for health, benefits, and administrative information, including personnel records and military history records. To date, VA and DoD have continued to maintain a high level of health data interoperability between the two the health care systems.

We have empowered our beneficiaries to actively engage in their own care by reviewing and downloading their personal health information. Our implementation of VLER "Blue Button" provides over 9.6 million DoD beneficiaries the ability to download their personal health information 24 hours a day, 7 days a week from anywhere in the world. Patients have performed more than 915,000 Blue Button views and more than 1.5 million appointment requests have been fulfilled since January 2010. In addition, over 330,000 users have accessed Blue Button to perform prescription refills and personal health data downloads. The ability to use Blue Button has brought greater access of personal health data to the patient, while improving ease of use in the areas of making appointments and ordering prescriptions.

Governance

The DoD and VA remain committed to maintaining a leadership framework to oversee and promote a successful partnership, institutionalize needed change and foster collaboration to support service members and veterans in an open and transparent manner. The Joint Executive Council institutionalizes sharing and collaboration across the Departments to ensure efficient use of services and resources for delivery of health care and other authorized benefits.

Both Departments are already working together to improve access, quality, effectiveness and efficiency of health care for service members, veterans and their families. Subject Matter Experts from both Departments engage in this collaborative work on a regular basis through the Health Executive Council and its working groups. The Health Executive Council oversees the cooperative efforts of each Department's health care organizations and supports mutually beneficial opportunities to improve business practices; ensures high quality, cost effective health care services for both the Department and Veterans Affairs beneficiaries; and facilitates opportunities to improve resource utilization.

Established by the National Defense Authorization Act for Fiscal Year 2008, the DoD/VA Interagency Program Office was tasked by Congress to aid in development and implementation of electronic health records that will improve the quality of care, and quality of life, extended to our Nation's service members and veterans. The IPO was re-chartered in October 2011 with primary responsibility for implementation of an integrated Electronic Health Record (iEHR) and VLER health-related capabilities across both Departments.

How We Will Seek To Collaborate With the Public and External Agencies

DoD and VA have jointly developed and implemented a host of information sharing capabilities focused on health and administrative data. The first phase of VLER represents the exchange and availability of the initial set of clinical information needed for the delivery of health care in a clinical setting.

VLER promotes sharing of electronic records among all providers, and relies on the Nationwide Health Information Network (NwHIN) as the mechanism to share standards-based health data between DoD, VA and private sector partners. Today, Nationwide NwHIN supports a limited exchange of data among public-private healthcare organizations, but it is broadening in scope to support a wider range of healthcare providers, patients, payers, and public health organizations.

VLER leverages the NwHIN data sharing initiatives by including members of the NwHIN Exchange (i.e. private sector organizations, federal and state agencies and health information organizations), to pilot NwHIN standards, services and policies. The NwHIN roll-out is intrinsically linked to VLER, as it forms the basis for shared information formatting and exchange, but it is also part of a government effort to standardize health record modernization and management processes nationwide.

Next Steps

DoD and VA are nearing completion of the series of pilots noted in the previous version of our Open Government Plan. We have implemented expanded functionality to test system and data capabilities and increased capacity to support a Go/No Go decision for nationwide rollout of VLER. Measures of success provide a baseline set of performance measures that guide and inform efforts for a July 2012 Go/No Go decision.

Each Department will provide an independent recommendation for a Go/No Go decision. A "Go decision" will be the catalyst for VLER deployment to relevant DoD and VA sites. After 2012, the Departments will continue to expand the geographic reach of the VLER initiative and the exchange of health data and services by increasing the number of shared data sets and broadening the impacted population base. The VLER community will continue to test methods of delivering enhanced personal access to benefits, health, and administrative data via existing DoD and VA knowledge portals through additional efforts to expand use of service-oriented architecture (SOA) principles. Within this timeframe, the Departments will continue to engage with internal agencies private sector partners to ensure their connection to the NwHIN so that information sharing capabilities span the entire spectrum of care in all relevant geographic areas.

Flagship Timeline and Milestones

Timeline	Flagship Milestones
June 2012	Go/No Go Decision
September 2012	Commence DoD enterprise roll-out of VLER Phase 1
December 2012	VLER Phase 1 Initial Operating Capability deployed to domestic Military Treatment Facilities
December 2014	VLER Phase 1 Full Operating Capability

The Learning Registry

Overview

The Learning Registry is a joint project between the U.S. Department of Education and DoD to provide an infrastructure that enables the public to discover and use the learning resources held by various federal agencies and international partners.

The Advanced Distributed Learning (ADL) Initiative provided the technical leadership for the Learning Registry project, an infrastructure allowing the exchange and evaluation of learning resources based on metadata content. The ADL Initiative, established in 1997 to standardize and modernize training and education management and delivery, is part of the DoD Office of the Deputy Under Secretary of Defense for Personnel and Readiness (OUSD P&R).

The Federal Learning Registry was announced in July 2010 by Arne Duncan, Secretary of Education, G. Wayne Clough, Secretary of the Smithsonian Institution, and Federal Communications Commission Chairman Julius Genachowski and was launched November 7, 2011. The Learning Registry provides access to a vast array of high-quality digital learning resources available across numerous federal agencies.

The Learning Registry improves access and use of learning resources in the following ways:

- Enables repositories to share anonymous usage data about learning resources (e.g., ratings, reviews, instructional use, pedagogy, content areas, links shared, social networks.

- Provides a mechanism for integrating learning resources with usage data to provide more sophisticated recommendations, usage analysis, and research on user behavior.

- Creates opportunities for better integration of existing resources into larger, more complete and useful works.

Collaboration with the Public and External Agencies

The project has engaged many other agencies and organizations, both inside and outside the federal government. Participating Federal organizations include the Office of Education Technology of the Department of Education; the Office of Science and Technology Policy at the White House; the National Institute of Standards and Technology; the National Archives and Records Administration; the Data.gov team; and the Federal Chief Information Officer and the Chief Technology Officer. The technical team has also had partnership discussions with NASA, the Smithsonian, the Library of Congress, the National Science Foundation, and the Department of Energy.

Representatives from international organizations and educational partners are members of the project technical working group. Technical working group members are interacting with all interested parties via a public e-mail list, Discussion Groups, as well as through presentations at conferences, and other public settings.

Public comments are also being solicited via an IdeaScale site with a corresponding open Google discussion group. The IdeaScale site allows comment and voting for ideas. The Web site learningregistry.org (maintained by ADL) also contains news items, as does the @learningreg Twitter feed.

The Learning Registry is an open project where interested individuals are encouraged to participate through a number of methods:

1. Bi-weekly developer phone calls
2. Weekly design phone calls
3. An email list for general discussion and announcements
4. An email list for collaboration on projects and ideas
5. An email list for software development
6. A public Web site for all software source code
7. Plugfest events that test new technical innovations
8. Community contributed Learning Registry extensions

Finally, a central value of the Learning Registry itself is improved transparency. As organizations expose metadata about learning resources in this open forum transparency can be measured.

Measure of Success and Sustainability

The sustainability of the Learning Registry project depends on a community of learning technology providers. The Federal Government has provided initial pieces of the open technology infrastructure in the form of test and production servers. However, just as the World Wide Web depends on numerous organizations to run Web servers, the Learning Registry depends on numerous organizations to run Learning Registry servers. In an effort to encourage Learning Registry servers to be run, detailed installation guidance and virtual machine images have been provided for multiple operating systems along with the cross-platform open source code. Continuous improvement seeks to minimize the costs necessary to run this infrastructure to enable the maximum number Learning Registry servers to be available.

Flagship Timeline and Milestones

Timeline	Flagship Milestones
November 2011	Learning Registry officially launched
December 2011	Learning Registry Plugfest 2 event (Boulder, CO)
May 2012	Enable value-added services on top of Learning Registry
July 2012	Learning Registry Plugfest 3 event (Location TBD)
December 2012	Learning Registry infrastructure run by community

Other DoD Initiatives

The Center for Technology and National Security Policy (CTNSP) at the National Defense University (NDU) has proposed four initiatives, (Apps for Emergency Preparedness, Additive Manufacturing (3D Printing), Transformative Innovation for Development and Emergency Support (TIDES) Tech, and Sustainable Design) that will be launched in the form of challenges under the America Competes Act.

CTNSP will utilize the Internet, Web 2.0 technologies, and outreach tools (i.e., online surveys, blogs, etc.) to fully engage the public in the new initiatives that are underway at the Department. As we continue towards increased transparency, participation, collaboration, and innovation, we will work with our interagency partners to identify new ways to engage the public. CTNSP plans to also use the existing social media channels for communication and connection with the public.

- **STAR-TIDES Web Site** (www.star-tides.net): CTNSP will use the Sharing To Accelerate Research-Transformative Innovation for Development and Emergency Support (STAR-TIDES) Web site and its Facebook/Twitter pages as the primary tools for informing, educating, and discussing each initiative. This Web site is designed to support collaboration and anyone in each project's global community can publish their work for feedback or critique. All information on the STAR-TIDES Web site[5] is free, open source, and in the public domain.

- **NDU Web Site** (http://www.ndu.edu): CTNSP will leverage resources at NDU to share information about each initiative with the public and the broader NDU community. Basic information and announcements will be posted via the NDU Web site, CTNSP Web site (http://www.ndu.edu/ctnsp/), the Institute for National Strategic Studies (INSS) (http://www.ndu.edu/inss/) Web site, and INSS social media pages (Facebook/Twitter).

- **Armed with Science** (http://science.dodlive.mil/): This DoD blog highlights the importance of science and technology to the modern military. Monthly contributions to Armed with Science will allow CTNSP to spread the word about these initiatives to the public and the broader DoD community.

- **Challenge.gov** (http://challenge.gov/): CTNSP will use Challenge.gov to engage the public for innovative solutions and to increase participation for future challenges.

CTNSP will seek to collaborate with DoD Components, interagency partners, and organizations outside of the federal government. For each initiative, email distribution lists will be set up to send announcements and encourage discussion among partners. CTNSP will work with partners to identify subject matter experts and communities of interest, develop strategic goals, and plan future initiatives.

To ensure sustainability of these initiatives, CTNSP will leverage ongoing projects and relationships to the extent practical, including:

- **Camp Roberts Experiments:** Since 2009, TIDES has participated in field experiments at Camp Roberts located near Paso Robles, CA. These activities, which include Research and

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[5] Ideas expressed, or products displayed, on the website, or in other TIDES or STAR-TIDES activities, should not be considered as endorsed by anyone else; including the US government, nor should they be considered any form of commitment.

Experimentation for Local International and Fire Responders (RELIEF) and the new Joint Interagency Field Experiments (JIFX), could provide a venue for testing out solutions developed and lead to further exploration.

- **NDU Foundation:** CTNSP could leverage NDU Foundation (NDU-F), a non-profit organization which provides private sector support for NDU in mission-oriented areas otherwise not funded by government appropriations, to support future initiatives. CTNSP is working with the NDU-F to develop long term planning.

- **TIDES Tech Demo:** The TIDES research project will host an outdoor demonstration at Fort Lesley J. McNair in Washington D.C. from October 2nd - October 5th 2013. The demonstration will showcase an array of equipment, technologies, and organizations involved in Humanitarian Assistance and Disaster Relief., Stabilization and Reconstruction, Building Partnership Capacity and Defense Support of Civil Authorities. The event is free and open to the public. All winning solutions showcased at this demonstration will provide opportunities for participants to collaborate with representatives internal to the Department of Defense/U.S. Government (DoD/USG) in addition to external individuals and organizations.

Apps for Emergency Preparedness

Overview

This challenge will request users to design an application (app) to help children and families better prepare for and respond to natural disasters and other emergency situations. The challenge will employ non-traditional strategies (using telecomms and culturally appropriate social networking) to educate youth in stressed environments. This initiative also encourages citizens to leverage Information and Communication Technology (ICT) for disaster preparedness, and directly enables citizen participation in support of DoD's mission.

Key documents describing the Department's information sharing processes include:

- NSPD 44, "Management of Interagency Efforts Concerning Reconstruction and Stabilization," 7 December 2005.
- DoD CIO, "DoD Information Sharing Strategy," 4 May 2007.
- DoD Instruction 8220.02, "ICT Capabilities for Support of Stabilization and Reconstruction," 30 April 2009.
- DoD Instruction 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction Ops," 16 September 2009.
- DoDM 5200.01, "DoD Information Security Program," 24 February 2012.

Potential Partners

Potential partners include, the US Agency for International Development (USAID) and the Federal Emergency Management Agency (FEMA). CTNSP has worked with FEMA on crisis response and emergency management, and has worked with USAID's Office of Science and Technology on future development challenges. The competition will also leverage the knowledge base within TIDES[6], a

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[6] TIDES (Transformative Innovation for Development and Emergency Support) is a DoD research project at CTNSP at the National Defense University.

DoD knowledge sharing research project located within CTNSP. The TIDES research project encourages innovation by tapping into a global network of distributed talent called the STAR-TIDES[7] network (over 1500 members). This network includes links to US government agencies, International Organizations, NGOs, Private Volunteer Organizations (PVOs), the business sector, and academia.

Potential partners outside of the USG include mobile device providers and organizations such as One Lap Top Per Child (OLPC), a non-profit organization (http://one.laptop.org), offering inexpensive laptops designed for children in developing countries. The OLPC laptop runs on Linux operating system, which is free and open-source. The organization has a strong commitment to software freedom and encourages users to modify and recreate their software, hardware, and content. OLPC is also part of the STAR-TIDES network. There is an OLPC Learning Group located in Washington, D.C. (http://olpclearningclub.org/) that supports the mission for OLPC and Sugar Labs and is open to the public. The group connects with the broader OLPC community by hosting monthly meet-ups, circulating emails, and performing OLPC repairs.

Timeline and Milestones

Timeline	Milestone
Jul 2012	Identify Partners
Mid Jul	Collaborate with interagency partners and determine outcomes for initiative
Aug 2012	Submission Period
Sep 2012	Judging
Oct 2012	Announce Winners

Additive Manufacturing (3D Printing)

Overview

This challenge will examine the uses of additive manufacturing (3-D printing) for Humanitarian Assistance and Disaster Relief (HA/DR) operations. In Additive Manufacturing a three-dimensional object is created by laying down successive layers of material in a "printing" device based on Computer-Aided Design (CAD)/Computer-Aided Manufacturing (CAM) instructions. This initiative enables citizen participation in one of DoD's mission areas. This initiative will allow for better collaboration and response to disasters and other emergency situations with the private sector and interagency partners.

This will be a challenge to produce a fabrication environment under austere field conditions (such as might be found during HA/DR conditions) using additive manufacturing system (3D printers). Additive Manufacturing is a potentially revolutionary approach to manufacturing with significant possible impacts on logistics. Instead of maintaining strategic stockpiles of certain kinds of tools and equipment in anticipation of a disaster, responders would only need to hold stockpiles of raw

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[7] STAR-TIDES (Sharing to Accelerate Research-Transformative Innovation for Development and Emergency Support) is a global network of distributed talent consisting of public-private, whole of government, and transnational participants.

material (and have sufficient printing capacity and energy to make use of it). The concept is to tailor additive manufacturing components to the austere environment in which they will be working. Responses could be rapid, targeted and customized to meet specific needs of agencies and organizations.

As part of this initiative, the competition will require that participants produce low cost/low energy products via 3D printing (or other appropriate additive manufacturing technologies), from designs transmitted under the sort of limited/unreliable bandwidth conditions that might be found in HA/DR environments. Such products could include: fluid containers, hammers, fasteners, etc. The precise terms of the competition are still being refined. The design instructions will be received through austere communications networks. The participants will produce items to meet a particular spec within general categories. For instance, if the category is "tools," participants would be asked to create a fastener, bolt, hammer etc. This initiative would allow testing of the environment and conditions under which these types of materials would be created. Emergency first responders might be able to print materials on demand to highly specific requirements without having to wait for supply chains. This initiative has the potential to support DoD, interagency, international relief organizations and host partner nations.

Potential Partners

Potential partners for this initiative include the U.S. Agency for International Development (USAID) and Department of State. CTNSP also has links to OSD, specifically Acquisition, Technology and Logistics (AT&L),), as well as several Combatant Commands, NATO - Allied Command Transformation (NATO ACT) and Allied Command Operations (ACO). We will also leverage the knowledge base within TIDES, a DoD knowledge sharing research project, located within CTNSP. The TIDES project encourages innovation by tapping into a global network of distributed talent called the STAR-TIDES network (over 1500 members). This network includes links to US government agencies, International Organizations, NGOs, Private Volunteer Organizations (PVOs), the business sector, and academia.

Timeline and Milestones

Timeline	Milestone
Aug 2012	Identify Partners
Mid Aug 2012	Collaborate with interagency partners and determine outcomes for initiative
Sep to Oct 2012	Submission Period
Nov 2012	Judging
Dec 2012	Announce Winners

TIDES Tech

Overview

TIDES conducts infrastructure research across eight areas: (1) water, (2) power, (3) shelter, (4) integrated solar and high efficiency combustion cooking, (5) cooling and heating, (6) lighting, (7) sanitation and (8) ICT.

As part of this initiative, students will produce unique disaster response or preparedness kits customized to their environment (using indigenous resources) focusing on one of the eight TIDES infrastructure areas. An example of a potential challenge could be for participants to create a low-cost, rapidly deployable cooling system for Afghanistan. As part of this initiative, students will postulate culturally based sustainable community priorities, resiliency measures, and scenarios, and build paths to them. Through this initiative the students will also build a knowledgebase and collaborative expert networks that are appropriate to each scenario.

The TIDES Tech Challenge seeks to extend TIDES approaches to Project-Based Learning among urban/suburban/rural schools, possibly involving competitions; and leveraging partnerships with existing academic innovation programs. This initiative would leverage existing programs and national interest by targeting two audiences: 1) HBCU/MSI (Historically Black Colleges and Universities/Minority Serving Institutions) and 2) 5th-12th grade events that specifically attract young girls to math and science subjects. While women and minority groups are increasing in STEM fields, current research indicates that these groups are more likely to move to non-STEM fields after college graduation. In an effort to make the field more desirable to women and minorities, this initiative seeks to address some of the world's most vexing problems that require STEM related skills.

Through this initiative, there should be many opportunities to interest young people in a variety of technologies, from renewable energy, to solar cooking, to clean water. This initiative will collect crowd-sourced solutions for TIDES' goal of supporting DoD assistance to distressed populations, while simultaneously supporting national efforts to increase interest in STEM/STEAM (Science, Technology, Engineering, Art & Design, and Math) education in the U.S., especially among disadvantaged communities. Additionally, this initiative builds off of lessons learned from TIDES local to global disaster preparedness and response and learning connections/networks.

Potential Partners

Potential interagency partners include USAID Office of Foreign Disaster Assistance (OFDA) and The National Endowment for the Arts. This initiative also supports the Under Secretary of Defense for Personnel and Readiness (USD P&R), Under Secretary of Defense for Policy (USD(P)) DASD (Partnership Strategy and Stability Operations), DASD (Strategy), DASD (Plans), DASD (Force Development), DASD (Special Operations & Combating Terrorism), DASD (Defense Continuity & Crisis Management), DASD (Homeland Defense Integration and DSCA), DASD (Counternarcotics and Global Threats) and all Regional DASDs. One can also argue that a STEM (Science, Technology, Engineering, and Math) literate workforce is also a national security asset. Potential partners outside the USG could include Virginia Tech and The Rhode Island School of Design.

We hope that future initiatives related to the TIDES Tech Challenge will expand beyond solutions from a particular infrastructure category (e.g., Water solutions to support cholera in Haiti) to cover

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all eight TIDES infrastructure areas on an annual basis.

Timeline and Milestones

Timeline	Milestone
Jan 2013	Identify Partners
Mid Jan 2013	Collaborate with interagency partners and determine outcomes for initiative
Feb 2013 to April 2013	Submission Period
May 2013	Judging
June 2013	Announce Winners
Oct 2013	Have winner showcase technology at STAR-TIDES demo

Sustainable Design

Overview

Each year during the first week of October, TIDES hosts a week-long outdoor field demonstration at Fort Lesley J. McNair in Washington, D.C., involving equipment, technologies, processes and organizations that provide sustainable support to populations under stress. The focus is on four broad DoD mission areas: Humanitarian Assistance/Disaster Relief (HADR), Building Partnership Capacity (BPC), Stabilization and Reconstruction (S&R) and Defense Support of Civil Authorities (DSCA). The 2011 TIDES demonstration featured multiple satellite networks operating off the power grid, 70% of the site powered by portable wind and solar, water purified from the Potomac in portable units, and food cooked in solar ovens. While the annual TIDES demonstration is a great venue for showcasing low-cost, sustainable technologies, future initiatives should be more scalable, sustainable, and integrated.

This challenge would require participants to develop a rapidly deployable modular set of capabilities integrating across the eight TIDES infrastructures (1. water, 2. power, 3. shelter, 4. integrated solar and high efficiency combustion cooking, 5. cooling and heating, 6. lighting, 7. sanitation and 8. information & communications technology). The integrated capabilities would be intended first for post-disaster relief population support but should be able to transition to a long-term, sustainable community. The final product would be displayed at the annual TIDES fall field demonstration at Fort McNair from October 1st - October 4th 2013.

Potential Partners

Potential interagency partners for this initiative include U.S. Agency for International Development (USAID) and The National Endowment of the Arts. Potential collaborative partners outside USG could include The Rhode Island School of Design (RISD). Collaboration with USAID, RISD and NEA can help CTNSP learn more about integrating design elements from a project's inception to improve performance reduce costs, meet customer needs and make capabilities more widely available. This collaboration will also help answer questions about integrating art and design into disaster relief and conflict situations, as well as STEM (science, technology, engineering, mathematics) education. Incorporating design into the military decision making process provides

DoD with a "more comprehensive approach to problem solving under conditions of complexity and uncertainty."

Timeline and Milestones

Timeline	Milestone
May 2013	Identify Partners
Mid May 2013	Collaborate with interagency partners and determine outcomes for initiative
June 2013 to Aug 2013	Submission Period
Sept 2013	Judging
Oct 2013	Announce Winners
Oct 2013	Have winner showcase technology at STAR-TIDES demo (October 1st - October 4th 2013)
Nov 2013	Test/build design at Camp Roberts

Acronyms

Acronym	Definition
ACO	Allied Command Operations
ADL	Advanced Distributed Learning
AIDS	Acquired Immune Deficiency Syndrome
APA	Administrative Procedure Act
ARRA	American Recovery and Reinvestment Act
ASD/LA	Assistant Secretary of Defense for Legislative Affairs
AT&L	Acquisition, Technology and Logistics
BPC	Building Partnership Capacity
CAD	Computer-Aided Design
CAM	Computer-Aided Manufacturing
CFR	Code of Federal Regulations
CTNSP	Center for Technology and National Security Policy
DCoE	Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury
DHAPP	Department of Defense HIV/AIDS Prevention Program
DHS	Department of Homeland Security
DoD	Department of Defense
DOD CIO	Defense of Department Chief Information Officer
DODI	Department of Defense Issuances
DOJ	Department of Justice
DSCA	Defense Support of Civil Authorities
e-CFR	Electronic Code of Federal Regulations
ESTCP	Security Technology Certification Program
FDsys	Federal Digital system
FEMA	Federal Emergency Management Agency
FFATA	Funding Accountability and Transparency Act
FOC	Full Operating Capability
FOIA	Freedom of Information Act
FR	Federal Register
FSRS	FFATA Subaward Reporting System
FY	Fiscal Year

Acronym	Definition
GPO	Government Printing Office
GSA	General Services Administration
HA/DR	Humanitarian Assistance/Disaster Relief
HBCU/MSI	Historically Black Colleges and Universities/Minority Serving Institutions
HIV	Human Immunodeficiency Virus
IC	Intelligence Community
ICT	Information & Communications Technology
IDA	Institute for Defense Analysis
INSS	Institute for National Strategic Studies
IPFA	Improper Payments Information Act
JCOC	Joint Civilian Orientation Conference
JIFX	Joint Emergency Field Experiments
MDR	Mandatory Declassification Review
NARA	National Archives and Records Administration
NATO-ACT	NATO - Allied Command Transformation
NDU-F	National Defense University Foundation
NEA	National Endowment of the Arts
NHIN	Nationwide Health Information Network
NHRC	Naval Health Research Center
NPRM	Notice of Proposed Rulemaking
OGD	Open Government Directive
OIRA	Office of Information & Regulatory Affairs
OLPC	One Lap Top Per Child
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
OSD/JS	Office of the Secretary of Defense and Joint Staff
OSTP	Office of Science and Technology Policy
OUSD P&R	Office of the Deputy Assistant Secretary of Defense Personnel and Readiness
PEPFAR	Presidents' Emergency Plan for Aids Relief
PVO	Private Volunteer Organizations
RELIEF	Research and Experimentation for Local International and Fire Responders

Acronym	Definition
RISD	Rhode Island School of Design
S&R	Stabilization and Reconstruction
SAO	Senior Accountable Official
SERDP	Strategic Environmental Research and Development Program
STAR-TIDES	Sharing to Accelerate Research-Transformative Innovation for Development and Emergency Support
UCDMO	Unified Cross Domain Management Office
USAID	U.S. Agency for International Development
USD	Under Secretary of Defense
USD P&R	Under Secretary of Defense for Personnel and Readiness (USD P&R)
USG	U.S. Government
VA	Veterans Affairs
VCA	VLER Capability Areas
VLER	Virtual Lifetime Electronic Record
XMPP	Extensible Messaging and Presence Protocol

Appendix A: Open Government Plan v1.1 Status of Initiatives

Status	Description of Initiative
Complete	In response to public suggestions and interest, provide the data in a more accessible format in the near future.
Complete	Create easier access to easy-to-digest, machine-readable, and regularly-updated contract and spending data on our Web site.
Complete	Announce significant new updates and Data.gov releases via our Open Government e-mail list (and prominently adding a 'subscribe' option to the Open Government site).
Complete	Update our Open Government Web site with an RSS feed displaying the most recent "Today in DoD" for easy access by the public.
Complete	Establish an "Express Route" for Data.gov submissions of material that has already been cleared or released.
Complete	Create a formal, ongoing process for reviewing and posting datasets
Complete	Build upon one of the VA's flagship initiatives
Complete	Convene Working Group: May 1, 2010
Complete	Launch internal Working Group collaboration Web site: May 1, 2010
Complete	Promulgate Data.gov submission process: July 1, 2010
Complete	Identify first set of additional high value datasets: July 1, 2010
Complete	Identify first set of new, previously unpublished datasets: August 1, 2010
Complete	Publish the next revision of our Open Government Plan: October 1, 2010
Complete	Virtual Lifetime Electronic Record Health Communities Program – Expand upon the efforts in San Diego to improve care and services to our Nation's heroes by sharing health information using the Nationwide Health Information Network. – In the Virginia/Tidewater area of Southeastern Virginia, the two Departments will partner with private sector providers.
Complete	Continue to bring together key officials from across the Department to formalize a governance structure and create detailed procedures for an increased culture of transparency while protecting national security.
Complete	Work to make the vast amounts of content more easily navigable by visitors not familiar with the complex organizational structure of the Department.
Complete	Establish an internal working group with representatives from across various Components to more fully and effectively support its future participation in Data.gov specifically and Open Government in general.
Complete	Assist Component roles and responsibilities in authoritative memoranda and other issuances, by building and formalizing processes and tools to accomplish activities previously described (especially those addressing data aggregation risks).
Complete	Form a working group responsible for data aggregation risks before data is made publicly available.
Ongoing	Continue to solicit and actively consider your ideas for openness and transparency at www.defense.gov/open.

Status	Description of Initiative
Ongoing	Work with VA, HHS and other federal and private sector partners to create an open-architecture, standards-based capability to bring health and benefits delivery into the 21st century.
Ongoing	Address externally-generated data suggestions (e.g., from the public.)
Ongoing	Continue to update www.defense.gov/open with news about additions to Data.gov and other Open Government developments.
Ongoing	Solicit suggestions from our own internal community, which have more detailed knowledge of possible datasets than any individual or organization.
On-going	Continue to solicit and actively consider your ideas for openness and transparency at www.defense.gov/open.