**Summary of Agency Chief FOIA Officer Reports for 2012 and
Assessment of Agency Progress in Implementing the
President's FOIA Memorandum and the Attorney General's FOIA Guidelines
With OIP Guidance for Further Improvement**

<u>Introduction</u>

For the past three years agencies have been undertaking a variety of initiatives to implement <u>President Obama's FOIA Memorandum</u> and <u>Attorney General Holder's FOIA Guidelines</u>. Each year further progress has been made as agencies build on the successes of the past. In the face of ever-increasing numbers of incoming FOIA requests, agencies are achieving efficiencies so that they can process more requests and reduce response times. They are also continuing to release records in full or in part in response to more than 92% of requests where records are processed for disclosure.

Agencies report on their progress in administering the FOIA through two reports filed each year with the Department of Justice. First, agencies file an Annual FOIA Report that, among many other things, contains detailed statistics on the numbers of requests received and processed, the time taken to respond, and the number of any backlogged requests. Second, the Attorney General, who has stressed the importance of agency accountability in administering the FOIA, has directed each agency's Chief FOIA Officer to "review all aspects of their agencies' FOIA administration, with particular focus on the concerns highlighted in" the FOIA Guidelines, and to "report to the Department of Justice each year on the steps that have been taken to improve FOIA operations and facilitate information disclosure at their agencies."

Each year since the Attorney General issued his FOIA Guidelines, the Office of Information Policy (OIP) has provided guidance to agencies on the content of their Chief FOIA Officer Reports. In accordance with that guidance, in March 2012, agency Chief FOIA Officers submitted their third Chief FOIA Officer Reports to the Department of Justice. Those reports addressed five key topical areas tied directly to the principles embodied in the President's FOIA Memorandum and the Attorney General's FOIA Guidelines. Specifically, the Chief FOIA Officers described: 1) the steps taken by their agencies to apply the presumption of openness; 2) the steps taken to ensure that their agencies have an

efficient and effective system in place for responding to requests; 3) the steps taken to increase proactive disclosures; 4) the steps taken to improve the use of technology in FOIA administration; and 5) the steps taken to reduce any backlogs and to improve timeliness in responding to requests.

After the first Chief FOIA Officer Reports were submitted in 2010, OIP prepared an extensive summary of the information contained in them and issued guidance to agencies on steps that could be taken to make further improvements in the years ahead. In 2011, OIP prepared for the first time an assessment of agency progress in implementing the FOIA Guidelines, scoring the fifteen Executive Departments on milestones tied to all five of the key areas addressed in the FOIA Guidelines. For 2012, OIP has once again conducted an assessment of key milestones, expanding the assessment to include all ninety-nine agencies subject to the FOIA during Fiscal Year 2011, and including a summary of agency progress in FOIA administration over the past year, as well as OIP guidance for continued improvement.

Methodology

OIP selected for the assessment seventeen milestones tied to the five key areas addressed in the Chief FOIA Officer Reports. These milestones were chosen as indicative of progress made in each area, but they are by no means exclusive. Agencies include in their Chief FOIA Officer Reports a wide variety of accomplishments and initiatives that have been undertaken to improve FOIA administration and so this assessment is meant to be read in conjunction with the Chief FOIA Officer Reports themselves, which provide a more comprehensive picture of each agency's work in implementing the FOIA Guidelines. The purpose of the assessment is to provide a visual snapshot of several key areas in FOIA administration. The assessment readily illustrates the many areas where agencies have made real progress and also serves to highlight the areas where further improvement can be made.

The assessment covers the ninety-nine agencies that were subject to the FOIA in Fiscal Year 2011. With the exception of the three milestones discussed below, a score of green indicates that the agency met the milestone, yellow indicates partial progress, and red indicates that the milestone was not met.

2012 Chief FOIA Officer Reports — Assessment of Federal Departments and Agencies — U.S. Department of Justice, Office of Information Policy

Agency (Key Agencies in Blue)	Section I: Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures	High Release Rate for Requests Processed for Disclosure	Section II: Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Section III: Added New Material to Website	Taken Steps to Make Website More Useful to Public	Section IV: Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Section V: Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req.	Decrease in backlogged App.	Closed 10 Oldest Req.	Closed 10 Oldest App.	Sets Goals & Monitors Progress of FOIA Caseload
ACUS	red	black	green	green	green	green	green	green	green	red	Y	green	1.6	green	green	green	green	green
ABMC	red	green	green	green	green	red	green	green	green	red	N	green	10	yellow	green	green	green	black
Amtrak	green	green	green	green	green	black	green	green	green	red	Y	red	30	green	yellow	red	red	green
AFRH	green	red	green	green	green	green	red	yellow	green	red	Y	red	32	green	green	green	green	green
FRB	green	green	green	green	green	green	green	green	green	green	Y	green	3	green	yellow	red	green	green

2012 Chief FOIA Officer Report Assessment

A black mark indicates that a given milestone was not applicable to that agency. For example, for some agencies the milestone concerning the making of discretionary releases was not applicable because the agency did not process any records that were exempt under the FOIA and therefore had no opportunity to make a discretionary release. Similarly, there were a few agencies that had no Open Government Team and so the milestone related to working with that team was inapplicable to them. For some agencies, such as those with small numbers of requests that were already being processed in under twenty working days, the milestone addressing the utilization of advanced technology to increase efficiency was not applicable.

For three milestones, the scoring was done differently from the rest. First, for the milestone reflecting whether an agency had a high release rate for those requests where records were processed for disclosure, the scores are based on percentages, with green indicating a release rate of 90% and above, yellow indicating a 70% to 89% release rate, and red indicating a release rate below 69%.

Second, for the milestone reflecting whether an agency was able to process requests in its "simple" processing track within an overall average of twenty working days or less, it was necessary to first identify whether an agency had a multi-track system which allowed for the processing of "simple" requests in a different queue from "complex" requests. For agencies with such a system, a score of green was afforded if the overall agency processing time for those requests in the "simple" track was twenty working days or less. A score of red indicates that the average processing time for requests in the "simple" track was more than twenty working days. For those agencies that had not yet established a separate track for their "simple requests" a score of yellow was given unless the agency was nonetheless able to process all of its requests within an average of twenty working days or less, in which case it was scored with a green.

Lastly, for the milestones showing whether the agency closed its ten oldest requests and ten oldest appeals, only a green or a red score was given. The intent behind these milestones was to pick a set point in time, specifically, the end of Fiscal Year 2011, and to determine factually whether the ten oldest requests and appeals pending at the agency were closed by that date. Therefore, for these milestones, even though all agencies had made some progress toward closing their ten oldest requests and appeals, no yellow scores were given. It is important to note, however, that for multiple agencies there was significant progress shown in meeting these milestones, with some agencies having only one of their ten oldest requests or appeals remaining open at the end of the fiscal year and others having closed all ten of their oldest requests or appeals shortly after the fiscal year ended. Nonetheless, given the focus OIP has placed on achieving success for this particular metric, the milestones were intentionally scored as either green or red.

The time period for the assessment is generally March 2011 to March 2012, which is the period covered by the 2012 Chief FOIA Officer Reports. For the milestones concerning release rates, processing time for "simple" track requests, backlog reduction, and closing of

the ten oldest requests and appeals, the time period was Fiscal Year 2011, and the data for these metrics was compiled from agency Annual FOIA Reports available on FOIA.gov.

Findings

Steps Taken to Apply the Presumption of Openness

OIP used four milestones to assess agency work in applying the presumption of openness called for in the President's FOIA Memorandum and the Attorney General's FOIA Guidelines.

Training

Agencies were first scored on whether they conducted or attended FOIA training during the past year. Nearly all agencies reported doing so, with eighty-two agencies scoring green for this milestone. OIP itself provided multiple training programs on the FOIA in 2011, reaching thousands of FOIA professionals across the government. These sessions covered a wide range of FOIA-related topics, including an overview of the FOIA and its provisions, as well as the President's FOIA Memorandum and the Attorney General's FOIA Guidelines. A number of other agencies also leveraged the expertise of their FOIA professionals and conducted agency-specific trainings. For example, DOD conducted an agency-wide training workshop that made it possible for nearly two hundred DOD FOIA professionals from across the U.S. and military installations in South Korea and the Virgin Islands to obtain necessary training. Equally as impressive, nearly 70% of DOD components either hosted or conducted training sessions for their personnel.

Several agencies used technology to expand the reach of their training efforts. The Department of Labor held its third annual FOIA training conference and utilized remote access to include personnel from around the country. Similarly, GSA held a FOIA Telepresence conference that included participation by personnel across the country. The Department of the Treasury utilized technology in yet another way by creating online FOIA training tools.

Additionally, the Department of State provided quarterly training to its FOIA professionals and the Department of Transportation held interactive monthly meetings to address FOIA issues and to share best practices. The National Science Foundation conducted bi-weekly training for all its new employees. Lastly, the Office of the Director of National Intelligence conducted Intelligence Community equity recognition training for FOIA professionals who process requests in intelligence community agencies.

Discretionary Disclosures

A key component of the Attorney General's FOIA Guidelines is his strong encouragement to agencies to make discretionary releases of information. To assess the progress made in this area, OIP scored agencies on whether they reported making discretionary disclosures and whether they had a process in place to identify material that
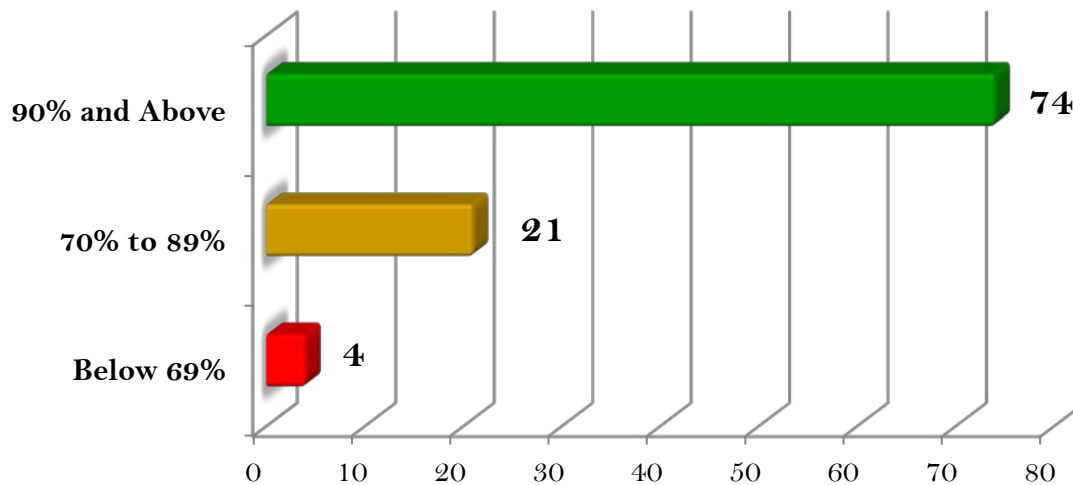
could be a candidate for discretionary release. Eighty-five agencies reported making discretionary releases of information. For example, the Department of Labor reported that it made over one thousand discretionary disclosures. The National Transportation Safety Board made discretionary releases of its field notes, which previously were routinely protected. The Nuclear Regulatory Commission has been making discretionary releases of information related to the nuclear accident in Japan. And the Office of Government Ethics reported making discretionary releases of ethics program reviews. These are just some of the examples of agencies' efforts this past year to make discretionary releases of information that could otherwise have been protected by a FOIA exemption.

In its summary of the 2010 Chief FOIA Officer Reports, OIP reported on the strong correlation between agencies that made discretionary releases and those agencies that had added a step to their administrative process to affirmatively evaluate whether a discretionary release is possible. In 2012, ninety-seven agencies reported having a system in place to determine whether a discretionary disclosure is possible, which is a significant increase from the fifty-two reported in 2010. For example, at the Department of Commerce, all FOIA search certifications include a foreseeable harm statement, and at HHS managers are asked to perform a foreseeable harm assessment. Additionally, the CIA Historical Review Program conducts an annual planning process to identify collections for discretionary release.

Release Rates

Lastly, one of the ways to assess application of the presumption of openness is to look at agency release rates. Release rates are the percentage of requests where records are released either in full or in part out of the universe of requests where records are processed for a disclosure determination. Out of the ninety-nine agencies subject to the FOIA, twenty-four had a 100% release rate. Another twenty-nine had a release rate between 95% and 99%.   For the assessment, if an agency had a release rate of 90% or above, it was scored green. A release rate of 70-89% was scored yellow and a release rate of 69% or below was scored as red. In 2012, seventy-four agencies achieved a release rate of 90% or higher. Twenty-one had a release rate between 70% and 89%, and only four had a release rate of less than 69%.

High Release Rate for Requests Processed for Disclosure

90% and Above	74
70% to 89%	21
Below 69%	4

(x-axis: 0 10 20 30 40 50 60 70 80)

Steps Taken to Ensure That FOIA System is Effective

The Attorney General's FOIA Guidelines stressed the importance of ensuring that agencies have effective systems in place to respond to FOIA requests. Over the course of the reporting period, agencies engaged in self assessments and internal reviews to determine how well their FOIA systems were operating and to identify steps that could be taken to improve efficiency. For example, the Departmental Offices of the Department of the Treasury completed a Lean Six Sigma process review and implemented many of its findings. The National Archives and Records Administration also underwent a Six Sigma Green Belt initiative and began implementing changes in its National Declassification Center. Similarly, OMB conducted a comprehensive "Business Process Improvement Initiative," which examined all aspects of the agency's FOIA program, with the goal of identifying ways to improve efficiency and enhance openness. The Department of Commerce and USDA both established high-level FOIA Councils to work to strengthen their FOIA programs, improve coordination, review policies, and identify areas for improvement within the agency. DHS established an intra-departmental team charged with investigating the causes contributing to its FOIA backlogs and developing strategies for reducing its backlogs in the face of substantial increases in the number of incoming requests. Finally, in a similar effort, the Equal Employment Opportunity Commission established a system to identify components experiencing backlogs and then responded by sending one or two FOIA professionals to the component to assess the underlying causes for the delays. After an initial assessment was made, the FOIA professionals provided training and guidance to the staff and managers to help in addressing the component's backlog.

At the Department of Justice, several components have created more efficient search protocols to assist in locating responsive records. DOD similarly improved its FOIA process by enhancing its tracking systems and utilizing a digital document referral system. The

National Indian Gaming Commission adopted a practice of proactively obtaining the views of the document submitter immediately after a contract has been awarded, rather than waiting until after a FOIA request is received, and then proactively posting the appropriately redacted document on its website. DOD's Defense Logistics Agency and TRICARE Management Activity have also improved their process for reviewing contracts by adopting a number of procedures which allow them to more readily post redacted contracts on their websites. These are just a few of the many, agency-specific steps taken to improve efficiencies in FOIA administration.

FOIA Staff, IT Support, and Open Government

There were three milestones assessed for this section: (1) whether the agency had sufficient IT support, (2) whether it had assessed its staffing needs, and (3) whether the FOIA staff worked with the Open Government team at the agency. Agencies overwhelmingly reported that they had sufficient IT support for their FOIA systems, with ninety-four agencies scored green for this milestone. For example, the Department of State, the VA, and the Federal Mine Safety and Health Review Commission all reported that their IT staff and FOIA staff are co-located, which facilitates coordination. While insufficient IT support had been a frequently cited concern reported by agencies prior to the issuance of Attorney General Holder's FOIA Guidelines, that is no longer the case, with agencies consistently reporting that their FOIA offices have good relationships with their IT staffs.

Agencies also overwhelmingly reported that they had taken steps to assess whether they had adequate staffing for their FOIA operations, with ninety-seven agencies reporting having done so. During these times of lean resources, it can be particularly challenging for agencies to acquire additional staff to help meet the ever-increasing demand of incoming FOIA requests. During Fiscal Year 2011, the vast majority of agencies reported either maintaining the same amount of staff or slightly increasing or decreasing their number of FOIA staff. Nevertheless, for the second straight year, the government as a whole increased the amount of staff devoted to FOIA administration. During Fiscal Year 2011, agencies overall added 367 full-time and equivalent full-time staff to their FOIA workforce, which is a 9% increase from the prior fiscal year. As to the interaction with their agency Open Government Team, seventy-nine agencies reported that their FOIA staff worked with their Open Government team, with only four reporting that they did not.

Steps Taken to Increase Proactive Disclosures

Both the President and the Attorney General emphasized the importance of agencies taking affirmative steps to identify records likely to be of interest to the public and then proactively posting those records in advance of a formal request. Since the issuance of the FOIA Guidelines agencies have widely embraced this focus on proactive disclosures.

> *"The President's memorandum instructs agencies to 'use modern technology to inform citizens what is known and done by their Government.' Accordingly, agencies should readily and systematically post information online in advance of any public request."*
>
> *- Attorney General Eric Holder*

Added Material to Website

Ninety-five agencies reported that they had increased the amount of material they make available proactively on their websites. For example, the Department of Education increased the amount of material in its FOIA Library by 25% during Fiscal Year 2011 and DHS reported a 43% increase in the amount of material on its website. The Nuclear Regulatory Commission made more than [93,000 full-text documents available online in the past year](#). Additionally, the Department of State added 2,263 documents to its online [Rwandan Declassification Collection](#), which provides a great deal of information about the Rwandan Genocide, a topic of interest to the public and historians.

Several agencies including [DOD](#), [DHS](#), [Energy](#), and [HUD](#) reported posting FOIA-processed documents or FOIA logs on their websites. The Department of Justice completed the digitization and posting of thousands of [Attorney General Speeches](#), as well as five new digitized [Congressional Legislative Histories](#), including the [legislative history of the FOIA](#). The [National Capital Planning Commission](#) is continuously updating its website to reflect the agency's ongoing project plan review activities, new initiatives and events. The [African Development Foundation](#) added a rolling photo newsfeed of its grants, as well as videos showing its projects in Africa. The Department of Energy posted videos of demolition and decommissioning work as well as the latest video chapters of the Emmy award winning production, "[The Hanford Story](#)."

Agencies have also posted a variety of datasets online. For example, USDA posted [data on the location of farmers markets in the United States](#). The Department of Transportation posted monthly updates to the Federal Railroad Administration's [safety statistics database](#), which among other things includes accident investigation statistics. EPA posted data related to the Deep Water Horizon oil spill and mountaintop mining, providing [eighty-three datasets to DATA.gov](#). The United States Agency for International Development has created a [Foreign Assistance Dashboard](#). The [Consumer Product Safety Commission](#) has established a database of reports of harm caused by consumer products. The [Export-Import Bank](#) posted statistical data related to bank transactions.

Agencies also added new sections to their websites that make information that is of significant interest to the public more accessible. In response to the great public interest in the nuclear crisis in Japan, the Nuclear Regulatory Commission is posting records concerning the crises on a [dedicated section of its website](#). The [Office of Government Ethics](#) overhauled its website and now uses a new content management system to tag and summarize each document to improve online search capabilities. At the Department of the Interior, there is now a website that displays maps, graphs and tables describing [real-time, recent, and past stream flow conditions](#). The VA created an [electronic health record system](#) for its users.

Enhanced Usability of Website

In addition to posting more material online, ninety agencies reported that they had taken steps to make the information on their websites more useful to the public. For

example, the Department of Energy recently consolidated and upgraded several websites to create a better organized website that includes interactive maps and graphics. The National Labor Relations Board similarly redesigned its website to make it more intuitive and to facilitate searching for records, and is currently working to improve the searchability of its website even further with real-time filtering of results.

HHS's Center for Medicare and Medicaid Services developed a FOIA Service Center webpage that organizes numerous FOIA resources, such as FOIA contact information, information on the FOIA process, publically available information, and helpful links all on one page making it easier for the public to access records. Similarly, the Federal Open Market Committee implemented a basic and advanced search capability for all the documents on its website, 100% of which have been rendered text-searchable. The FCC launched a new feature that allows users to create a personalized version of its website that provides quick and easy access to the tools and information that are of most interest to them. The United States Postal Service redesigned its website to transform how households and small businesses interact with the Postal Service digitally. The National Capital Planning Commission created an interactive map of all federal commemorative sites in Washington, D.C., sorted by theme, which has received widespread public use. The Commission has also begun live streaming all of its meetings for interested members of the public to view and afterwards posts videos of these streams on its website for access at any time. HHS's Administration for Children and Families installed a live chat feature on its website, through which the public can obtain assistance with accessing agency information.

Additionally, the Office of Personnel Management added a searchable database on its website for frequently asked questions and the Copyright Office is digitizing its holdings, with the goal of making the entire collection available online through a keyword searchable database. The FDIC created a searchable web page that allows members of the public to check for unclaimed deposit information. OMB published the President's Budget and Mid-Session Review online in machine-readable formats and also as e-books.

Lastly, agencies reported many innovative uses of mobile applications to disseminate information to the public. For example, the Department of Transportation's Federal Aviation Administration recently released an application that allows the public to access popular tasks and datasets using their smartphones or tablets. The Department of the Treasury created a smartphone application that allows members of the public to check on the status of their federal tax return and to get tax tips. The Department of Labor has developed a number of mobile applications, including a Labor Statistics application that provides up-to-the minute information about key labor statistics, an OSHA Heat Index application that provides workers with information about how to stay safe in outdoor working conditions, and a Department of Labor Timesheet application that assists users in tracking their hours for one employer or across multiple employers. In all of these ways, agencies are answering the President's and Attorney General's call to make

Labor Stats
Department of Labor (DOL)
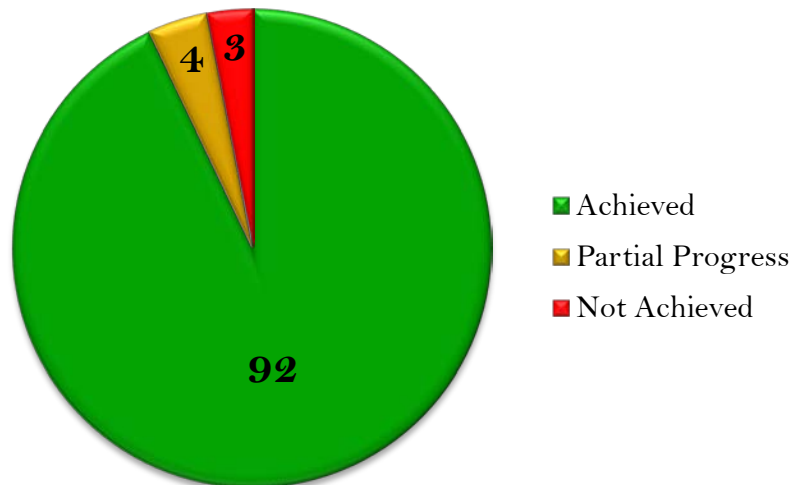
information readily available to the public.

Steps Taken to Utilize Advanced Technology

The President directed agencies to use technology to inform citizens about "what is known and done by their Government." In addition to making proactive disclosures and improving their websites, agencies are increasingly turning to more advanced technology to assist in the processing of FOIA requests. In the first Chief FOIA Officer Reports submitted in 2010, agencies were surveyed to determine the extent to which they were using technology to receive, track, and process requests, and to prepare their Annual FOIA Reports. The 2010 Reports showed that agencies were overwhelmingly using technology for those functions. For the 2012 Reports, the Department surveyed agencies to determine the extent to which they had progressed to using more advanced technologies to assist in the actual processing of requests, such as using technology that improves search capabilities, utilizing shared platforms for consultations and referrals, or employing software to sort and de-duplicate documents.

Electronic Receipt of FOIA Requests

Given the convenience that it affords requesters, OIP scored agencies on whether they offered FOIA requesters the ability to make requests electronically. A total of ninety-two agencies reported that they provided this capability, with only three reporting that they did not.

Offers Ability to Make FOIA Requests Electronically

Advanced Technology to Process Requests

As mentioned above, there is significant potential in technology to assist agencies in achieving greater overall efficiency, such as improving record search capabilities, facilitating consultations and referrals, and eliminating time-consuming processes such as de-duplicating and sorting documents. With this in mind, OIP has convened an inter-agency FOIA Technology Working Group to provide a forum for agencies to exchange ideas and experiences in utilizing technology to improve the administration of the FOIA.

One of the most promising developments in this area is the use of document management software that allows for more efficient processing of large volumes of material, particularly when that material consists of e-mails. When agency personnel conduct searches for records responsive to FOIA requests, they often locate large volumes of e-mails. Given the nature of e-mail exchanges, where the same e-mail is forwarded to multiple people, and new e-mails are created on top of existing e-mails, resulting in long chains of overlapping and duplicative material, the advantages of technology to assist in de-duplicating and sorting those e-mails is readily apparent.

A number of agencies including USDA, the National Labor Relations Board, and the Nuclear Regulatory Commission reported using software that conducts document de-duplication and sorting as well as other tasks that make the processing of large volume requests more efficient. OIP and several other Department of Justice components have also begun to utilize this technology in the FOIA context. Recognizing its potential impact, many other agencies reported that they are investigating the use of such software for their FOIA programs. OIP is currently engaged in developing a pilot to measure how these tools can reduce the time needed to respond to requests and to assess their cost impact.

Several agencies including HHS, USDA, Interior, and NASA also reported using document sharing platforms to facilitate collaboration between different offices. In a similar effort to improve efficiency, the Tennessee Valley Authority has commenced a multi-year project to implement an electronic document and records management system that will provide improved indexing and retrieval options, which will reduce manual processes such as printing and scanning. The VA has established improved records management systems to assist in locating records faster. Additionally, Treasury has created a cloud based case management system that is accessible from the web and is easily shared between its offices.

In all, fifty-five agencies reported that they were using advanced technology to increase efficiency in their administration of the FOIA, while ten had made some progress toward this goal. Eighteen agencies reported in their Chief FOIA Officer Reports that they were not utilizing advanced technology to assist in the processing of requests.   When examining the data from these agencies' Annual FOIA Reports, sixteen of these eighteen agencies received less than 200 requests in Fiscal Year 2011, and thirteen of these agencies were able to process their simple requests within an average of twenty working days or less.
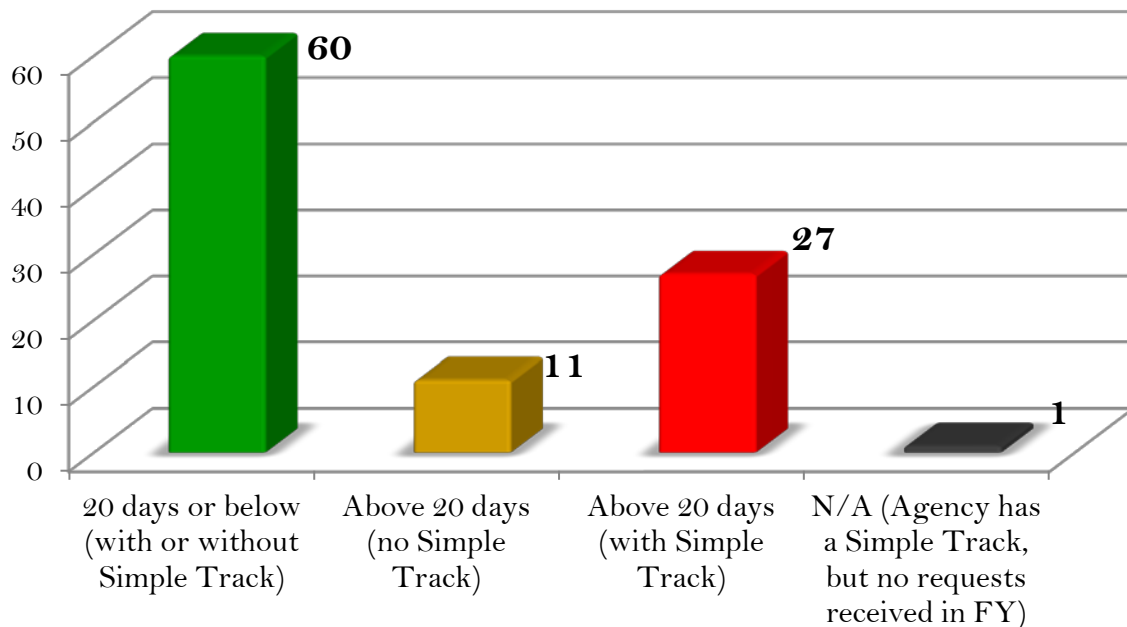
Steps Taken to Improve Timeliness in Responding to Requests and Reduce Backlogs

Both the President's FOIA Memorandum and the Attorney General's FOIA Guidelines emphasized the importance of timely access to information. Agencies have been working both to improve timeliness in responding to requests and to reduce any existing backlogs of FOIA requests and administrative appeals. At the same time, it is important to note that the ability to respond to a given FOIA request more quickly is directly tied to the nature and complexity of the request.

Time to Process Requests in Agency's "Simple" Track

When a requester seeks voluminous records that cover a long period of time or that are maintained by multiple records custodians, his or her request necessarily will take longer to process than a request that seeks a low volume of records that are simpler to retrieve and process. Because of this reality, the FOIA provides that agencies can establish by regulation separate processing tracks based on the amount of work or the time involved in processing different requests. Agencies that establish separate processing tracks typically process "simple" requests in a queue that is separate from "complex" requests. Agencies' Annual FOIA Reports separately account for the time taken to respond to requests based on the various processing tracks used by the agency, including the "simple" track.

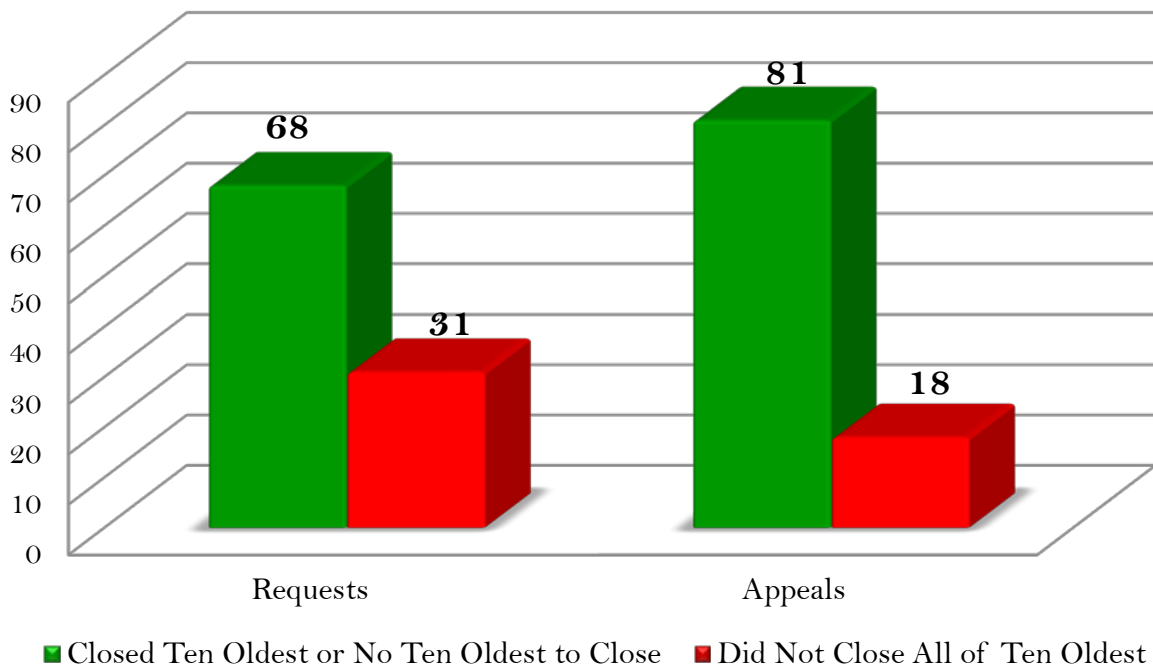## Processed Simple Requests in 20 Working Days or Less

Because of the strong correlation between the type of request that is made and the ability of the agency to respond to that request more quickly, OIP established a milestone for this assessment that addresses whether the agency overall had the ability to respond to requests in its "simple" track within an average of twenty working days or less. As mentioned above, for this milestone, the score of yellow indicates that the agency did not utilize a separate processing track for its "simple" requests. Eleven agencies fell within this category. Significantly, sixty agencies either had a "simple" track and processed the requests in that track within an average of twenty working days or less or processed all of their non-expedited requests within twenty working days or less. Twenty-seven agencies had a "simple" track and were unable to meet the average processing time of twenty working days. Many of those agencies were only a few days above twenty for their average. To provide more detail about this metric, for those agencies that scored a red or a green, the actual agency overall average processing time for simple track requests is included in the assessment.

Closing Ten Oldest Pending Requests and Administrative Appeals

Another critical component to backlog reduction is reducing the age of the oldest pending requests and appeals. Accordingly, OIP established as milestones whether each agency closed its ten oldest pending requests and its ten oldest pending appeals during the fiscal year. As mentioned above, for this milestone OIP did not use a yellow score and instead measured the milestone as either having been fully met or not fully met.

Closed Ten Oldest Requests from Fiscal Year 2011

Legend: ■ Closed Ten Oldest or No Ten Oldest to Close ■ Did Not Close All of Ten Oldest

There is no doubt that agencies have made progress in closing their oldest requests and appeals, and many may have even closed them all since the end of the fiscal year. Nevertheless, as mentioned earlier, the point of this metric is to take a fixed point in time, specifically, the end of the fiscal year, and to determine whether the ten oldest requests and appeals from that fiscal year were closed. At the end of Fiscal Year 2011, forty-five agencies were able to close their ten oldest requests and twenty-three other agencies had no pending requests to close, for a total of sixty-eight green scores. However, there were thirty-one agencies that were scored red because they did not close all of their ten oldest requests by the end of the fiscal year.
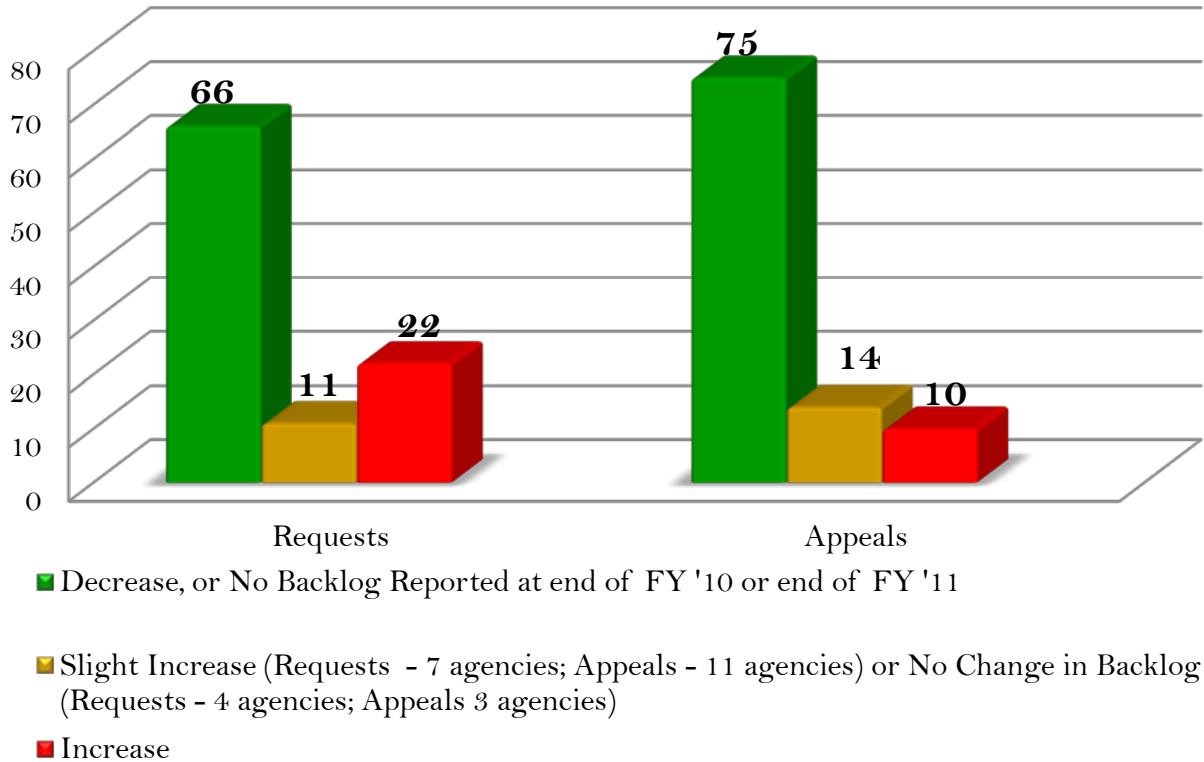
While thirty-one agencies were not able to attain a green score for closing all of their ten oldest requests, many of these agencies have made significant progress toward achieving this milestone. For example, seven of the fifteen executive departments which received nearly 80% of all the requests in the government were able to close their ten oldest requests. Of the eight departments that did not close their ten oldest, six made significant progress by closing all but one or two. The remaining two departments also made progress in this area by closing four and five of their ten oldest requests.

As to closing administrative appeals, more than half the agencies (fifty-seven) finished the fiscal year with no pending administrative appeals to close. They joined the twenty-four agencies that closed their ten oldest pending administrative appeals, for a total of eighty-one green scores for this milestone. There were, however, eighteen agencies that did not close their ten oldest administrative appeals by the end of the fiscal year. Many of those agencies still made significant progress towards this goal. For example, seven of the fifteen executive departments closed their ten oldest pending appeals. Of the eight departments that did not close their ten oldest appeals, six made substantial progress by closing at least half and the other two closed at least three.

Reducing Any Backlogs

Making reductions in their overall backlogs is yet another area where agencies are working to make improvements. A total of twenty-nine agencies had an increase in their backlog of requests in Fiscal Year 2011, with seven agencies having only a slight increase. The government's overall backlog of pending requests did increase in Fiscal Year 2011. Notably, the three agencies with the greatest backlogs accounted for 70% of the total number of backlogged requests across the government.

Backlog Reduction

Legend:
- Decrease, or No Backlog Reported at end of FY '10 or end of FY '11
- Slight Increase (Requests – 7 agencies; Appeals – 11 agencies) or No Change in Backlog (Requests – 4 agencies; Appeals 3 agencies)
- Increase

Chart values — Requests: 66, 11, 22; Appeals: 75, 14, 10

At the end of Fiscal Year 2011 and as illustrated by the assessment, sixty-six agencies decreased an existing backlog of requests or had no request backlog to report. This includes thirty-seven agencies which decreased their backlog, and another twenty-nine agencies reporting having no backlog at the end of Fiscal Year 2010 or Fiscal Year 2011. Of the thirty-seven agencies that decreased an existing backlog, five agencies were able to reduce their backlog to zero by the end of Fiscal Year 2011. Additionally, sixty-one agencies reported that they had a backlog of twenty or fewer requests.

Indeed, a number of the Departments made significant progress in reducing their backlog of pending requests. For example, the Department of State achieved a 61% reduction in its backlog; HHS achieved a 32% reduction; HUD achieved a 30% reduction; the Department of Justice and the Department of the Interior both reduced their backlogs by 26%; the Department of Education reduced its backlog by 25%; Treasury reduced its backlog by 21%; the Department of Transportation achieved an 8% reduction; and DOD achieved a 5% reduction in its backlog.

For administrative appeals, seventy-five agencies decreased an existing backlog or had no administrative appeal backlog to report. Specifically, nineteen agencies were able to decrease their existing backlog of administrative appeals, with fifty-six agencies reporting having no backlog at the end of Fiscal Year 2010 or Fiscal Year 2011. Of the

nineteen agencies that were able to reduce an existing backlog, five agencies were able to reduce their backlog to zero by the end of Fiscal Year 2011. Another fourteen agencies had a slight increase or no change in their reported backlog of administrative appeals, while ten reported an increase.

Impact of Consultations

Typically, backlogs are caused by ever-increasing numbers of incoming requests, particularly when those requests are complex and take more time to process. Some agencies also experience delays in responding to requests because they themselves are waiting on another agency or component to respond back to them with their views on the disclosure of the documents. The views of another agency concerning the disclosure of records are typically sought through a process called a consultation. When agencies process records in response to a FOIA request, they sometimes locate records in which another agency or component has an interest. In those situations, the agency will typically consult with the agency or component with equity in the document prior to making a disclosure determination.

At the end of Fiscal Year 2011, seventy-eight of the ninety-nine agencies subject to the FOIA reported having no consultations pending at their agency, illustrating that more than 75% of agencies either receive no consultations or are able to close them all by the end of the fiscal year. The remaining agencies collectively reported having 3,438 consultations pending, which is a remarkable decrease from the 17,036 consultations that were reported pending at the end of Fiscal Year 2010.

The agencies that receive the most consultations are the Department of State, DOD, and the CIA. Indeed, in Fiscal Year 2011, these three agencies accounted for 92% of all pending consultations. These agencies necessarily have an increased FOIA burden since they are the recipients of so many consultations from other agencies and yet in Fiscal Year 2011 all three were able to increase the number of consultations that they processed.

Setting Goals and Monitoring Progress

Lastly, there is no doubt that having a robust FOIA program that sets goals and monitors progress in the agency's FOIA caseload is an essential element to improving FOIA administration. For this milestone, ninety-three agencies reported that they do just that.

OIP Guidance for Further Improvement

Agencies continue to make concrete progress in implementing the President's FOIA Memorandum and the Attorney General's FOIA Guidelines. The 2012 assessment shows that agencies are applying the presumption of openness, are taking steps to ensure that they have effective systems in place for responding to requests, are increasing both the content on their websites and its usability, and are offering requesters the opportunity to submit requests electronically.

While more than half the agencies are utilizing advanced technology to help with core processing tasks like improved document searches, streamlined consultation processes, and more efficient document review, there are many that have not yet explored those options. In this era of lean resources, as agencies face competing priorities, they understandably may also face challenges in acquiring new technology. At the same time, agencies are encouraged to assess the cost effectiveness as well as the benefits of more advanced technological tools that could be used to achieve greater efficiency in the core elements of FOIA processing, particularly improved document searches and review.

As to improving timeliness, agencies that do not currently offer multi-track processing, and which take longer than twenty working days on average to respond to requests, should consider establishing a multi-track system. A multi-track system will provide a mechanism for the agency to process "simple" requests in a different queue from "complex" requests, which in turn can allow for improved timeliness for the "simple" track requests. Additionally, by establishing multiple processing tracks, agencies can more readily offer requesters the option of tailoring their request so that it fits within the "simple" track and can be processed more quickly.

Lastly, all agencies should make it a priority to close their ten oldest pending requests and appeals each year. By doing so systematically, year after year, the government overall will be able to reduce the age of its backlog and eliminate those lingering requests that have remained pending for many years.

2012 Chief FOIA Officer Reports
Assessment of Federal Departments and Agencies

Agency (Key Agencies in Blue)	Section I: Applying the Presumption of Openness — Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures	High Release Rate for Requests Processed for Disclosure	Section II: Effective Systems for Responding to Requests — Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Section III: Increasing Proactive Disclosures — Added New Material to Website	Taken Steps to Make Website More Useful to Public	Section IV: Utilization of Technology — Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Section V: Processed Simple Req. in 20 Working Days or Less — Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req./App.	Closed 10 Oldest Req./App.	Sets Goals & Monitors Progress of FOIA Caseload
ACUS	Red	Black	Green	Green	Green	Green	Green	Green	Green	Red	Y	Green	1.6	Green / Green	Green / Green	Green
ABMC	Red	Green	Green	Green	Red	Green	Green	Green	Green	Red	N	Green	10	Yellow / Green	Green / Green	Black
Amtrak	Green	Green	Green	Green	Black	Green	Green	Green	Green	Red	Y	Red	30	Green / Yellow	Red / Red	Green
AFRH	Green	Red	Green	Green	Green	Green	Red	Yellow	Green	Red	Y	Red	32			Green
FRB	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Y	Green	3	Green / Yellow	Red	Green
BBG	Green	Green	Green	Green	Green	Green	Green	Green	Red	Green	N	Yellow	N/A	Green / Green	Green / Green	Green
CIA	Green	Green	Green	Red	Green	Green	Green	Green	Red	Green	Y	Red	23.95	Red / Green	Red / Red	Green
CSB	Green	Green	Green	Red	Red	Green	Green	Green	Green	Green	Y	Green	18	Yellow / Green	Green / Green	Green
CPPBSD	Red	Green	Green	Green	Green	Black	Green	Green	Green	Black	Y	Green	8	Green / Green	Green / Green	Yellow
CFTC	Green	Green	Yellow	Green	Yellow	Green	Yellow	Green	Green	Green	Y	Red	28.39	Red / Yellow	Red / Green	Green
CNCS	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Y	Green	18	Red / Green	Green / Green	Green
CIGIE	Black	Black	Green	Green	Black	Black	Green	Green	Green	Red	N	Green	14	Green / Green	Green / Green	Green
CEQ	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Y	Red	27.7	Red / Green	Red / Green	Green
CSOSA	Yellow	Green	Green	Green	Green	Green	Green	Green	Red	Black	Y	Red	29.92	Red / Green		
DNFSB	Red	Green	Green	Yellow	Green	Green	Green	Green	Green	Red	N	Green	14	Green / Green	Green / Green	Green
USDA	Green	Green	Green	Green	Green	Green	Green	Red	Green	Green	Y	Green	19.22	Green / Red	Red / Red	Green
DOC	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Y	Red	34	Red / Green	Red / Green	Green

Key: *Green* - Achieved; *Yellow* - Progress Made; *Red* - Not Achieved; *Black* - Not Applicable

Agency (Key Agencies in Blue)	Section I: Applying the Presumption of Openness — Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures	High Release Rate for Requests Processed for Disclosure	Section II: Effective Systems for Responding to Requests — Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Section III: Increasing Proactive Disclosures — Added New Material to Website	Taken Steps to Make Website More Useful to Public	Section IV: Utilization of Technology — Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req./App. (Req.)	(App.)	Closed 10 Oldest Req./App. (Req.)	(App.)	Sets Goals & Monitors Progress of FOIA Caseload
DOD	🟢	🟢	🟢	🟡	🟡	🟢	🟢	🟢	🟢	🟢	Y	🟢	19	🟢	🔴	🟢	🔴	🟢
ED	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	30.83	🟢	🔴	🟢	🔴	
DOE	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟡	Y	🔴	32.31	🔴	🔴	🔴	🔴	🟢
HHS	🟢	🟢	🟢	🟡	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	35	🟢	🟢	🟢	🟢	🟢
DHS	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟡	Y	🔴	37.4	🔴	🟢	🔴	🟢	🟡
HUD	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	28	🟢	🟢	🔴	🔴	🟢
DOJ	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	24.94	🟢	🟢	🟢	🟢	🟢
Labor	🟢	🟢	🟡	🟡	🟢	🟢	🟢	🟢	🔴	🟢	Y	🔴	37.7	🔴	🟢	🔴	🔴	🟢
State	🟢	🟢	🟢	🟡	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	155	🟢	🟢	🔴	🔴	🟢
DOI	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🟢	3	🟢	🟢	🟢	🟢	🟢
Treasury	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🟢	10.9	🟢	🟡	🟢	🟢	🟢
DOT	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	26.73	🟢	🟢	🟢	🟢	🟢
VA	🟢	🟢	🟢	🟡	🟢	🟢	🟢	🟢	🟢	🟢	Y	🟢	1.48	🔴	🔴	🔴	🔴	🟢
EPA	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	47.39	🟢	🟢	🔴	🔴	
EEOC	🟢	🟢	🟢	🟡	🟢	🔴	🟢	🟢	🟢	🔴	N	🟢	15.87	🔴	🟢	🟢	🟢	🟢
Ex-Im Bank	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	32.26	🟡	🟡	🔴	🔴	🟢
FCA	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	⚫	N	🟢	11.02	🟢	🟢	🟢	🟢	🟢

Key: *Green* - Achieved; *Yellow* - Progress Made; *Red* - Not Achieved; *Black* - Not Applicable

2

| Agency (Key Agencies in Blue) | Section I: Applying the Presumption of Openness | | | Section II: Effective Systems for Responding to Requests | | | Section III: Increasing Proactive Disclosures | | Section IV: Utilization of Technology (Tech.) | | Section V: Reducing Backlogs & Improving Timeliness in Responding to Requests (Req.) and Appeals (App.) | | | | | |
	Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures	High Release Rate for Requests Processed for Disclosure	Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Added New Material to Website	Taken Steps to Make Website More Useful to Public	Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Processed Simple Req. in 20 Working Days or Less — Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req./App.	Closed 10 Oldest Req./App.	Sets Goals & Monitors Progress of FOIA Caseload
FCSIC	green	black / green	green	green	black	green	green	green	green	black	N	green	14.6	green / green	green / green	green
FCC	green	green / green	green	green	green	green	green	green	green	green	N	yellow	N/A	green / green	red / red	green
FDIC	green	green / green	yellow	green	green	green	green	green	green	green	Y	green	11.42	green / green	green / green	green
FEC	green	green / green	green	green	green	green	green	green	green	green	Y	red	44.4	yellow / yellow	green / red	green
FERC	green	green / green	red	green	green	green	green	yellow	green	yellow	Y	green	20	yellow / green	red / green	green
FFIEC	green	black / green	green	green	black	green	green	green	green	black	Y	green	7.45	green / green	green / green	green
FHFA	green	green / green	yellow	green	green	green	green	green	green	green	Y	green	10.57	green / green	green / green	green
FLRA	red	yellow / green	green	green	yellow	green	green	green	yellow	green	N	green	11	green / green	green / green	green
FMC	green	green / green	green	green	yellow	green	green	green	green	black	N	yellow	N/A	red / green	green / green	green
FMCS	green	green / green	green	green	green	green	green	green	green	green	Y	green	7	green / green	green / green	green
FMSHRC	red	green / green	green	green	green	green	green	green	green	red	Y	green	3.3	green / green	green / green	green
FOMC	green	green / green	green	green	green	green	green	green	green	green	Y	green	10.4	yellow / green	green / green	green
FRTIB	green	green / green	yellow	green	black	green	green	green	yellow	red	N	green	16	green / green	green / green	red
FTC	green	green / green	green	green	green	green	green	green	green	green	Y	green	5.29	green / green	yellow / red	green
GSA	green	yellow / green	green	green	green	green	green	green	green	green	N	yellow	N/A	green / green	green / yellow	green
IMLS	green	green / green	green	green	green	green	green	green	green	black	Y	green	9.3	green / green	green / green	green
IAF	red	red / green	green	green	green	green	green	green	green	red	N	green	13.9	green / green	green / green	green

Key: *Green* - Achieved; *Yellow* - Progress Made; *Red* - Not Achieved; *Black* - Not Applicable

Key colors: G = Green (Achieved); Y = Yellow (Progress Made); R = Red (Not Achieved); B = Black (Not Applicable)

Agency (Key Agencies in Blue)	Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures		High Release Rate for Requests Processed for Disclosure	Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Added New Material to Website	Taken Steps to Make Website More Useful to Public	Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req./App.		Closed 10 Oldest Req./App.		Sets Goals & Monitors Progress of FOIA Caseload
LSC	Y	G	G	G	G	B	G	G	G	G	R	Y	R	223	G	G	G	G	G
MSPB	G	R	R	G	G	G	G	G	G	G	G	Y	G	9	Y	G	G	G	G
MCC	R	G	G	G	G	G	G	G	G	G	B	N	G	14	G	G	G	G	G
NASA	G	G	G	G	G	G	G	G	G	G	G	Y	R	23.9	G	G	G	R	G
NARA	G	G	G	G	G	G	G	G	G	G	G	Y	G	10.5	R	Y	R	R	G
NCPC	R	G	B	G	G	G	G	G	G	G	B	N	G	6	G	G	G	G	G
NCUA	G	G	G	G	G	G	G	G	G	G	R	Y	G	13.56	R	G	G	G	G
NEA	G	G	G	G	G	Y	G	G	G	G	B	Y	G	2	G	G	G	G	G
NEH	G	G	G	G	G	G	G	G	Y	G	B	Y	G	17.2	G	Y	G	G	G
NIGC	G	G	G	Y	G	G	G	G	G	G	B	Y	R	30.15	R	G	G	G	G
NLRB	G	G	G	G	G	G	G	G	G	G	G	N	G	5	G	Y	G	G	G
NMB	R	G	G	G	G	R	R	G	G	G	R	N	Y	N/A	R	G	G	G	R
NSF	G	G	G	G	G	G	G	G	G	G	G	N	Y	N/A	R	G	R	G	G
NTSB	G	G	G	R	G	G	G	G	G	G	Y	Y	G	17.81	G	G	G	G	G
NRC	G	G	G	G	G	G	G	G	G	G	G	Y	G	11	R	G	G	G	G
OSHRC	G	G	G	G	G	G	G	G	G	G	G	Y	G	12	G	G	G	G	G
OGE	G	G	G	Y	G	G	G	G	G	G	G	N	G	12.09	G	G	G	G	G

Key: *Green* - Achieved; *Yellow* - Progress Made; *Red* - Not Achieved; *Black* - Not Applicable

Key colors: Green (G) - Achieved; Yellow (Y) - Progress Made; Red (R) - Not Achieved; Black (B) - Not Applicable. Two-dot columns shown as "X/Y".

Agency (Key Agencies in Blue)	Section I: Applying the Presumption of Openness			Section II: Effective Systems for Responding to Requests			Section III: Increasing Proactive Disclosures		Section IV: Utilization of Technology (Tech.)		Section V: Reducing Backlogs & Improving Timeliness in Responding to Requests (Req.) and Appeals (App.)					
	Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures	High Release Rate for Requests Processed for Disclosure	Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Added New Material to Website	Taken Steps to Make Website More Useful to Public	Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req./App.	Closed 10 Oldest Req./App.	Sets Goals & Monitors Progress of FOIA Caseload
OMB	G	G/G	Y	G	G	G	G	G	G	G	N	Y	N/A	G/G	R/G	G
ONDCP	Y	R/G	G	G	G	G	G	G	Y	R	N	G	11	G/G	G/G	G
ONHIR	G	G/G	G	G	G	G	R	R	G	R	N	G	4.43	G/G	G/G	B
OPM	G	G/G	G	G	G	G	G	G	Y	G	N	Y	N/A	R/R	G/G	G
OSTP	G	G/G	G	G	G	G	G	G	G	G	Y	G	14.74	G/G	G/G	G
OSC	G	R/G	Y	G	G	G	G	G	Y	G	Y	G	3	R/Y	R/R	G
ODNI	G	G/G	Y	G	G	G	G	G	G	Y	Y	R	41.87	G/R	R/G	G
USTR	G	G/G	G	G	G	G	G	G	G	G	Y	G	17	Y/G	G/G	G
OPIC	G	G/G	G	G	G	G	G	G	G	G	N	G	18.82	G/G	G/G	G
PC	G	G/G	G	G	G	B	G	G	G	Y	Y	R	31	R/Y	R/G	G
PBGC	G	G/G	G	G	G	G	G	G	R	G	Y	G	10	Y/Y	G/R	G
PRC	G	G/G	G	G	G	G	G	G	G	G	N	G	11	G/G	G/G	G
RRB	G	G/G	G	G	G	G	G	G	G	Y	N	Y	N/A	Y/G	R/G	G
RATB	G	R/G	Y	G	B	G	G	G	R	R	N	G	3.3	G/G	G/G	G
SEC	G	G/G	Y	G	G	G	G	G	G	G	Y	G	11	G/R	G/R	G
SSS	G	G/G	G	G	G	G	G	G	G	B	N	G	5	G/G	G/G	G
SBA	G	G/G	G	G	G	G	G	G	G	G	N	G	5.61	G/G	G/G	G

Key: *Green* - Achieved; *Yellow* - Progress Made; *Red* - Not Achieved; *Black* - Not Applicable.

Key color legend: 🟢 Green – Achieved; 🟡 Yellow – Progress Made; 🔴 Red – Not Achieved; ⚫ Black – Not Applicable

Agency (Key Agencies in Blue)	Section I: Applying the Presumption of Openness			Section II: Effective Systems for Responding to Requests			Section III: Increasing Proactive Disclosures		Section IV: Utilization of Technology (Tech.)		Section V: Reducing Backlogs & Improving Timeliness in Responding to Requests (Req.) and Appeals (App.)							
	Conducted or Attended Training	Made & Has Process to Identify Discretionary Disclosures	High Release Rate for Requests Processed for Disclosure	Sufficient IT Support	FOIA Staff Works w/Open Gov Team	Taken Steps to Assess if there is Adequate Staffing	Added New Material to Website	Taken Steps to Make Website More Useful to Public	Offers Ability to Make FOIA Requests Electronically	Utilizing Advanced Tech. to Increase FOIA Efficiency	Simple Track Y/N	Score	Avg. No. of Days	Decrease in backlogged Req.	Decrease in backlogged App.	Closed 10 Oldest Req.	Closed 10 Oldest App.	Sets Goals & Monitors Progress of FOIA Caseload
SSA	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟡	Y	🔴	22	🟢	🔴	🟢	🟢	🟢
SIGAR	🟢	🟢	🟡	🟢	⚫	🟢	🟢	🟢	🟢	🔴	N	🟢	5	🟢	🟢	🟢	🟢	🟢
SIGIR	🟢	🟢	🟡	🟢	🟡	🟢	🟢	🟢	🟢	⚫	N	🟢	12	🟢	🟢	🟢	🟢	🟢
STB	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	N	🟢	9.1	🟢	🟢	🟢	🟢	🟢
TVA	🔴	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟡	Y	🟢	6.5	🟢	🟢	🔴	🟢	🟢
USADF	🟢	🔴	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	N	🟢	4	🟢	🟢	🟢	🟢	🟢
USAID	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	147.66	🟢	🔴	🔴	🔴	🟢
USCCR	🟢	🟢	🟢	🟢	🔴	🟢	🟢	🟢	🟢	🟢	N	🟡	N/A	🟢	🟢	🟢	🟢	🟢
USCPSC	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Y	🔴	51	🟢	🟢	🟢	🟢	🟢
USCO	🟢	🟢	🟢	🟢	⚫	🟢	🟢	🟢	🟢	⚫	Y	🟢	19.8	🟡	🟢	🟢	🔴	🟢
USIBWC	🔴	🟢	🟡	🟢	🟢	🟢	🔴	🟡	🟢	🟡	N	🟡	N/A	🟢	🟢	🟢	🟢	🟢
USITC	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	🟢	N	🟢	16	🟢	🟢	🟢	🟢	🟢
USPS	🟢	🟢	🟡	🟢	⚫	🟢	🟢	🟢	🟢	🟢	Y	🟢	11.44	🔴	🟢	🟢	🟢	🟢
USTDA	🔴	🔴	🟢	🟢	🟢	🟢	🟢	🟢	🟢	⚫	Y	⚫	N/A	🟢	🟢	🔴	🟢	🟢

Key: *Green* - Achieved; *Yellow* - Progress Made; *Red* - Not Achieved; *Black* - Not Applicable

Agency	Acronym	Agency	Acronym
Administrative Conference of the United States	ACUS	Federal Energy Regulatory Commission	FERC
American Battle Monuments Commission	ABMC	Federal Financial Institutions Examination Council	FFIEC
National Railroad Passenger Corporation - Amtrak	Amtrak	Federal Housing Finance Agency	FHFA
Armed Forces Retirement Home	AFRH	Federal Labor Relations Authority	FLRA
Board of Governors of the Federal Reserve System	**FRB**	Federal Maritime Commission	FMC
Broadcasting Board of Governors	BBG	Federal Mediation and Conciliation Service	FMCS
Central Intelligence Agency	**CIA**	Federal Mine Safety and Health Review Commission	FMSHRC
Chemical Safety and Hazard Investigation Board	CSB	Federal Open Market Committee	FOMC
Committee for Purchase from People Who Are Blind or Severely Disabled	CPPBSD	Federal Retirement Thrift Investment Board	FRTIB
Commodity Futures Trading Commission	CFTC	Federal Trade Commission	FTC
Corporation for National and Community Service	CNCS	**General Services Administration**	**GSA**
Council of the Inspectors General on Integrity and Efficiency	CIGIE	Institute of Museum and Library Services	IMLS
Council on Environmental Quality	CEQ	Inter-American Foundation	IAF
Court Services and Offender Supervision Agency	CSOSA	Legal Services Corporation	LSC
Defense Nuclear Facilities Safety Board	DNFSB	Merit Systems Protection Board	MSPB
Department of Agriculture	**USDA**	Millennium Challenge Corporation	MCC
Department of Commerce	**DOC**	**National Aeronautics and Space Administration**	**NASA**
Department of Defense	**DOD**	National Archives and Records Administration	NARA
Department of Education	**ED**	National Capital Planning Commission	NCPC
Department of Energy	**DOE**	National Credit Union Administration	NCUA
Department of Health and Human Services	**HHS**	National Endowment for the Arts	NEA
Department of Homeland Security	**DHS**	National Endowment for the Humanities	NEH
Department of Housing and Urban Development	**HUD**	National Indian Gaming Commission	NIGC
Department of Justice	**DOJ**	National Labor Relations Board	NLRB
Department of Labor	**DOL**	National Mediation Board	NMB
Department of State	**State**	**National Science Foundation**	**NSF**
Department of the Interior	**DOI**	National Transportation Safety Board	NTSB
Department of the Treasury	**Treasury**	**Nuclear Regulatory Commission**	**NRC**
Department of Transportation	**DOT**	Occupational Safety and Health Review Commission	OSHRC
Department of Veterans Affairs	**VA**	Office of Government Ethics	OGE
Environmental Protection Agency	**EPA**	Office of Management and Budget	OMB
Equal Employment Opportunity Commission	EEOC	Office of National Drug Control Policy	ONDCP
Export-Import Bank	Ex-Im Bank	Office of Navajo and Hopi Indian Relocation	ONHIR
Farm Credit Administration	FCA	**Office of Personnel Management**	**OPM**
Farm Credit System Insurance Corporation	FCSIC	Office of Science and Technology Policy	OSTP
Federal Communications Commission	FCC	Office of Special Counsel	OSC
Federal Deposit Insurance Corporation	FDIC	Office of the Director of National Intelligence	ODNI
Federal Election Commission	FEC	Office of the U.S. Trade Representative	USTR

Agency (Key Agencies in Blue)	Acronym
Overseas Private Investment Corporation	OPIC
Peace Corps	PC
Pension Benefit Guaranty Corporation	PBGC
Postal Regulatory Commission	PRC
Railroad Retirement Board	RRB
Recovery Accountablity and Transparency Board	RATB
Securities and Exchange Commission	SEC
Selective Service System	SSS
Small Business Administration	**SBA**
Social Security Administration	**SSA**
Special Inspector General for Afghanistan Reconstruction	SIGAR
Special Inspector General for Iraq Reconstruction	SIGIR
Surface Transportation Board	STB
Tennessee Valley Authority	TVA
U.S. African Development Foundation	USADF
U.S. Agency for International Development	**USAID**
U.S. Commission on Civil Rights	USCCR
U.S. Consumer Product Safety Commission	USCPSC
U.S. Copyright Office	USCO
U.S. International Boundary and Water Commission	USIBWC
U.S. International Trade Commission	USITC
U.S. Postal Service	USPS
U.S. Trade and Development Agency	USTDA