

Open Government Plan Council on Environmental Quality (CEQ)

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Executive Summary

President Obama's Open Government Initiative calls on Federal agencies to adopt the principles of transparency, participation, and collaboration in their activities to make the Federal government more accountable and more effective. The Open Government Plan for the Council on Environmental Quality (CEQ) has been prepared pursuant to that December 8, 2009, Open Government Directive. CEQ has named a senior official to guide OpenGov initiatives within the agency, identified "high-value data sets" for distribution via Data.gov, launched an OpenGov website, and solicited public feedback on agency openness.

The Council on Environmental Quality and OpenGov

CEQ coordinates environmental efforts and works closely with agencies and other White House offices in the development of environmental policies and initiatives. The CEQ Chair is the President's chief environmental policy advisor. CEQ balances differing agency perspectives and encourages government-wide coordination, bringing Federal agencies, state and local governments, and other stakeholders together on matters relating to the environment, natural resources, and energy. In addition, CEQ is the leader within the Federal community for improving the environmental footprint and performance of the Federal Government through its statutory role in enforcing the National Environmental Policy Act (NEPA) and through Federal sustainability efforts led by the Office of the Federal Environmental Executive (OFEE), housed within CEQ.

Transparency, participation, and collaboration are part of CEQ's foundation. From its creation 40 years ago by NEPA, CEQ has been charged with promoting public participation and transparency in understanding the environmental impacts of government actions. Moreover, the role of the CEQ Chair in advising the President on environmental policy demands collaboration with the executive agencies, departments, and the Executive Office of the President (EOP) components. Therefore CEQ's mission, its operations, and its culture are fundamentally aligned with the Open Government Directive.

CEQ's role in the Federal Government shapes its strategic approach to this Open Government plan. CEQ often serves as a collaborative leader and facilitator. It is not the primary owner of the data on many initiatives CEQ convenes. This role at the nexus of policy processes limits CEQ's

direct Open Government products. However, it allows CEQ to promote an open government culture in the pursuit of the President's environmental agenda and in compliance with the requirements of NEPA.

Critical Tasks

CEQ's Open Government Plan focuses on three key areas:

Promote Open Government principles through CEQ's collaborative leadership in the Federal environmental agenda.

CEQ will ensure that the Open Government principles are integrated into CEQ-led initiatives, including public participation. CEQ also will work with agencies to identify potential agency-owned, high-value data sets for publication, and will integrate publication of these data sets into interagency working group deliverables.

Refine, improve, and expand CEQ's operations that support OpenGov initiatives.

CEQ will expand outreach and provide opportunities for public engagement to increase participation among stakeholders as new initiatives are developed. CEQ also will improve public access to existing online tools and resources in support of transparency and participation.

Flagship Initiative: GreenGov and Federal Sustainability

CEQ will use web tools to expand local and regional participation in GreenGov, the program CEQ has launched to engage and involve the Federal community in greening the government. It will publish high value data sets that are created through the implementation of Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, including the Federal greenhouse gas (GHG) protocol, Federal GHG inventory, agency performance scorecards, biennial progress report to the President, and other opportunities that will emerge from the sustainability planning process. In addition, CEQ will seek technology tools that will make narrative data – like reports and plans – more accessible and useful, such as the information display tool that was used to help summarize GreenGov submissions for the public¹. It also will expand participation to include local and state governments, nonprofits, and the private sector through online tools, the GreenGov Symposium, and an affiliated workshop series. This will begin with including a public comment period as a part of the review process for issuing a Federal protocol for greenhouse gas emissions measurement and reporting.

¹ <http://www.whitehouse.gov/sites/default/files/20100217-greengov-final-report.pdf>

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1 Introduction

The structure of this Open Government Plan is based on the guidance document appended to the December 8, 2009 Open Government Directive Memorandum.² Each principle is addressed individually, recognizing that the principles overlap in practice. The Plan closes with a comprehensive discussion of CEQ's Flagship Open Government initiative: GreenGov and Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance."

Through the development of this plan, CEQ has examined the current status of transparency, participation, and collaboration in its operations and program areas. CEQ's mission, defined by the National Environmental Policy Act of 1969, is aligned with transparency, participation, and collaboration. Implementing the Open Government directive refines and clarifies its mission-driven practices and provides an opportunity for continuous improvement.

1.1 Participants

Michelle Moore, the Federal Environmental Executive, is designated the CEQ Senior Agency Official for Open Government. The Office of the Federal Environmental Executive (OFEE) has drafted this plan in consultation with others at CEQ, incorporating feedback from comments regarding the Open Government directive received through CEQ's website and through outreach meetings.

1.2 Open CEQ

Through discussion of the three OpenGov principles and CEQ's flagship initiative, this Plan frames the Open Government directive as an integral part of the CEQ toolbox and a mindset that influences every action - administrative and programmatic.

² OMB memo M10-06: http://www.whitehouse.gov/omb/assets/memoranda_2010/m10-06.pdf

2 Transparency

Transparency at CEQ has three facets: public access to programmatic information, public access to operational information, and active release and transmittal of information. The first two focus on good website management, participation in government-wide data clearinghouses, a logical online filing schema, and proactive FOIA disclosure. The involves press releases, blogs, the use of web sites, status reports, public meetings, and other communications and outreach mechanisms.

2.1 Transparency and the CEQ Mission

To CEQ, transparency and access to information means other activities in addition to access to high-value data sets. CEQ's role in convening agencies and other stakeholders to advance the President's environmental agenda and environmental laws means that the majority of the high-value data generated through CEQ activities will be owned and/or managed by the agencies with which CEQ cooperates. To maximize the positive impact that the OpenGov Initiative can have on CEQ, our strategic action plan for transparency addresses CEQ-specific data and information and data and information that results from CEQ-led interagency processes.

2.2 Current Status of Information Access

2.2.1 Access to Programmatic Information

Program information at CEQ is divided into three areas: CEQ projects, NEPA, and OFEE.

CEQ

The CEQ website³ includes programmatic information, which is primarily stored on the "Initiatives" page,⁴ although updates and announcements are often distributed via the Chair's blog⁵ and Press Releases.⁶

Where the technology is available, public meetings and internal working group meetings have been broadcast live through the website and archived. Some highlights include the NEPA 40th Anniversary Symposium, regional Ocean Policy Task Force public meetings, a Presidential video celebrating the GreenGov Challenge, and an interview with CEQ Chair Nancy Sutley live from the United Nations Climate Change Conference in Copenhagen.

Further information about CEQ's website is discussed in the following section.

NEPA

Under NEPA, CEQ ensures that Federal agencies meet their statutory obligations. The challenge of harmonizing our economic, environmental, and social aspirations has put NEPA and CEQ at the forefront of our nation's efforts to protect the environment.

³ <http://www.whitehouse.gov/administration/eop/ceq>

⁴ <http://www.whitehouse.gov/administration/eop/ceq/initiatives>

⁵ <http://www.whitehouse.gov/administration/eop/ceq/blog>

⁶ http://www.whitehouse.gov/administration/eop/ceq/press_releases

At its core, NEPA creates transparency by requiring disclosure, public comment, and coordination about environmental impacts of Federal actions. CEQ, with support from the Department of Energy Office of Health, Safety and Security, manages an extensive web portal for NEPA at NEPA.gov.⁷

To modernize NEPA, CEQ has updated its public webpage, NEPA.gov (also known as NEPANet), and is providing a wide range of information about NEPA through this portal. CEQ continues to upgrade this site to include the status of reviews of agency NEPA guidance, Recovery Act NEPA reporting, real-time NEPA review status, and links to the database of Environmental Impact Statement (EIS) filings and statistics posted on the Environmental Protection Agency's (EPA) website.⁸ These upgrades are designed to improve public participation and the quality of Federal agency administration of NEPA.

OFEE

The Office of the Federal Environmental Executive manages its own programmatic website⁹ and contributes to the Federal Facilities Environmental Stewardship and Compliance Assistance Center (FedCenter) website, a joint initiative with EPA's Office of Enforcement and Compliance Assurance (OECA) and the Army Corps of Engineers' Construction Engineering Research Laboratory.¹⁰

The OFEE website¹¹ is content-focused, containing a description of the history and responsibilities of the office, a biography of the Federal Environmental Executive, a link to E.O. 13514, a list of the agency Senior Sustainability Officers under the E.O., and links to news articles and blog posts relevant to Federal Sustainability.

FedCenter is a valuable resource for OFEE, Federal agencies complying with environmental and sustainability mandates, and the public. The website allows the public and government employees to learn about Federal sustainability initiatives and requirements and also hosts forums and working groups such as the GreenGov Collaborative.¹²

2.2.2 Access to Operational Information

The "About CEQ" webpage provides an overview of CEQ's responsibilities and a biography of the Chair. There is also information about how CEQ processes work, such as FOIA requests and NEPA.

2.2.3 Active Transmittal of Information

CEQ engages in a broad spectrum of outreach activities, ranging from outreach meetings, public stakeholder meetings, online public comment forums, formal press releases, and the Chair's blog.

⁷ <http://www.nepa.gov>, also <http://ceq.hss.doe.gov/>

⁸ <http://www.epa.gov/compliance/nepa/eisdata.html>

⁹ <http://www.ofee.gov>

¹⁰ <http://www.fedcenter.gov/>

¹¹ <http://www.ofee.gov/>

¹² <http://www.fedcenter.gov/joingreengov/>

Press releases

CEQ issues press releases for important announcements, such as the creation of a new Task Force or the issuance of a final report. An archive of press releases is available on the CEQ website.

Blog

The CEQ Chair writes a periodic blog post to discuss exciting updates in CEQ projects, recap trips, and make announcements.

Email lists

Extensive email lists are maintained by both the press office and the policy outreach office. These lists are used to distribute press releases and press advisories that serve as invitations to reporters to press conferences, inform stakeholders of participation opportunities, and advertise public meetings.

Public meetings

CEQ holds face-to-face and online public meetings in order to gather feedback directly from stakeholders and local communities.

2.2.4 Obligations & Compliance

FOIA Requests

The Freedom of Information Act of 1966 (FOIA) requires each Federal agency to make documents containing information about the functions of the agency available to any person who makes a request through the FOIA process. In an effort to assist potential requesters, FOIA directs agencies to publish descriptions of their operations, including methods by which the data can be obtained, and information about their functions, rules, procedures, and the scope of their records. Final opinions, and policy statements and interpretations are also among the available content. Agencies also must publish in their entirety records that are frequently requested under FOIA to help prevent the duplication of incoming requests. This type of information constitutes the core of CEQ's FOIA Service Center,¹³ and most notably, its Online Reading Room.¹⁴

FOIA inquiries to CEQ may be submitted electronically at efoia@ceq.eop.gov, or via fax or regular mail. Upon initial contact, requesters are frequently directed to the FOIA Service Center for an explanation of the FOIA process or information about how to submit a proper request. CEQ's General Counsel oversees FOIA implementation and CEQ's Senior Counsel serves as Chief FOIA Officer. The FOIA Public Liaison manages the day-to-day FOIA program, and communicates directly with individuals regarding the status of their requests and CEQ's response. Initial responses to FOIA requests are handled by the Deputy General Counsel, while disputes are handled by the Senior Counsel acting as the FOIA Appeals Officer.

¹³ <http://www.whitehouse.gov/administration/eop/ceq/foia>

¹⁴ <http://www.whitehouse.gov/administration/eop/ceq/foia/readingroom>

Records Management

CEQ employees are trained to manage their records in accordance with the Federal Records Act. Beginning in late 2008, CEQ assumed full responsibility for the management of its records and is in the process of formalizing an agreement with NARA. As part of this initiative, CEQ has designated Elizabeth Moss as Federal Records Officer.

The Federal record is the foundation of CEQ's public information activities and the FOIA process. Archivists address each Federal record according to its "life cycle"—where the record falls within that life cycle dictates its appropriate treatment at that particular time. For example, a Federal employee may create a record in the course of his or her work day. That record remains active as long as it is useful and/or timely to CEQ. When the record is no longer required, it shifts to an inactive status and, depending on the need to retain its accessibility; it may be destroyed or retired for eventual transfer to the custody of the National Archives and Records Administration (NARA). Active records typically reside with individual staff, although the Office of General Counsel maintains a central filing block. Inactive records are stored off-site, but can be retrieved within a matter of days.

Existing Open Government Initiatives

CEQ participates in both Data.gov and Regulations.gov. As of March 24, 2010, CEQ had posted two data sets on Data.gov, with additional data sets being processed for posting. CEQ also had posted 18 documents on Regulations.gov—17 notices and one proposed rule. Although four of the postings solicit comments, they require comments in writing or submission through the CEQ website.

CEQ/Open Website

The CEQ Open Government website is:

<http://www.whitehouse.gov/administration/eop/ceq/open>.

2.3 Proposed action

CEQ posts information about its major initiatives, projects, and NEPA on its website. However, the organization and accessibility of information can be improved to make it easier to use and, therefore, more transparent to CEQ's stakeholders and to the public. CEQ will undertake the following actions.

Improving Access to Information

Refocus the **CEQ/Open website** as a portal to transparency, participation, and collaboration at CEQ. CEQ plans to improve accessibility, post available operations information, and provide links to data, descriptions of how CEQ complies with reporting and FOIA requests, and participation opportunities. Specifically, CEQ proposes to undertake the following activities:

- **Accessibility:** Make link from Whitehouse.gov/CEQ
- **Contacts:** List Michelle Moore's name and contact information as Senior Agency Official

- **Data:** Create section on “high-value” datasets; create direct link to datasets; and add links to supporting documentation and Data.gov
- **Reporting/FOIA:** Add links to FOIA page and most recent annual FOIA report; add statement “For older FOIA reports, please visit the CEQ FOIA site/reading room”, with a link; provide status of CEQ FOIA backlog; and add a list of FOIA requests to agency with a mechanism to maintain its currency
- **Participation** (see Section 3): Explore implementation of a crowd-sourcing forum for future public comment opportunities; create email addresses for each program group; add a “Get Involved” section that links to all CEQ initiatives with public comment opportunities

Focus on **increasing public awareness** of CEQ and CEQ activity by expanding the use of the Chair’s blog to provide regular updates on program activities.

Continue to expand the “**CEQ Proactive Disclosure Reading Room**”

<http://www.whitehouse.gov/administration/eop/ceq/foia/readingroom>

Work with the **CEQ Records and FOIA Officer** to add information about meeting existing records management requirements, FOIA request procedures, and Congressional requests for information. In addition, post CEQ public records from its inception 40 years ago.

Data management

CEQ will make proactive identification and disclosure of high-value data a part of the planning process for its initiatives as well as posting its own internal data sets. CEQ’s role is process, not product, focused as it relates to these data sets. Proactively integrating the OpenGov principles and goals into CEQ’s work will support the broader Open Government directive.

CEQ-facilitated initiatives employ raw data and information to develop reports and other deliverables. As part of the planning process for these initiatives, the appropriate working group and/or partner agencies will proactively identify which of these data and other aspects of the initiative might be defined as high value and could be made public. For example, CEQ is working with the Department of Energy (DOE) to develop a public website to provide easy access to information about the implementation of the interagency Memorandum of Understanding regarding coordination in Federal agency review of electric transmission facilities on Federal land.

3 Participation

Encouraging public participation in the environmental policymaking process is core to the mission of CEQ. Public input allows CEQ to tap into the collective wisdom of diverse stakeholders and engagement promotes resolution and reconciliation.

3.1 Existing Participatory Activities

Public engagement

The “Initiatives” tab on the CEQ website¹⁵ offers multiple opportunities for public engagement, including public commenting forums and public meetings. The public comment section also offers the opportunity for the public to read each other’s comments. CEQ will continue to focus its public engagement efforts on public awareness of these opportunities.

CEQ has offered the opportunity for public comment for many of its initiatives; the current initiatives seeking public comment include:

- Steps to Modernize and Reinvigorate NEPA
- Climate Change Adaptation Task Force
- Carbon Capture and Storage Task Force

Technological tools

CEQ uses several online tools through the White House, CEQ, and FedCenter websites. These include the public comment tool on the CEQ website and email comments submitted to chair@ceq.eop.gov and FN-CEQ-OpenGov@ceq.eop.gov. The Whitehouse.gov “Contact the White House” page provides opportunities for interaction with CEQ leadership and staff. The GreenGov Challenge used tools for gathering input and “word clouds” as an information display tool for the final report. The GreenGov Collaborative found on FedCenter.gov, provides a forum for Federal employees to share ideas and strategies, ask questions, and recruit allies in their efforts to create a more sustainable Federal government.

3.2 Proposed action

CEQ will focus on increasing opportunities for participation by proactively identifying and coordinating individual agency Open Government efforts that support CEQ-led interagency efforts, and by expanding its own outreach activities that support public engagement processes.

Policy/culture change

CEQ will introduce the OpenGov participatory processes into interagency groups. In addition, through its Flagship Initiative (see section 4 below), CEQ’s OFEE team will engage the Federal and military communities at the regional and local levels in GreenGov and the effort to achieve the goals of E.O. 13514.

¹⁵ <http://www.whitehouse.gov/administration/eop/ceq/initiatives>

Use of technology tools

CEQ will use two new technology tools to expand participation. First, CEQ will institute a new, program-level feedback mechanism which will include program-specific email lists, e.g., landwater@ceq.eop.gov, greenjobs@ceq.eop.gov. Second, CEQ will expand the online participatory forum that is the foundation of The GreenGov Collaborative to engage Federal vendors and suppliers and stakeholders.

3.3 Barriers to increased participation

CEQ does not have on-staff technology expertise and shares web infrastructure with the broader EOP or with other agencies participating in the interagency efforts led by CEQ. CEQ's ability to identify and deploy new technology tools to expand participation is therefore tied to its partnerships with other agencies. In addition, as a small organization, CEQ has limited staff capacity to manage multiple concurrent outreach programs.

4 Collaboration

Collaborative leadership and interagency facilitation is a core of CEQ's mission, operation, and culture. Collaborative efforts can be categorized as one or more of the following:

- Collaboration within the agency
- Collaboration across agencies
- Collaboration across government
- Public/private partnerships

4.1 Existing collaboration

Representatives from Federal agencies, state and local governments, non-governmental organizations, and private sector organizations are convened by CEQ to advance the President's environmental agenda and to fulfill CEQ's responsibilities under NEPA.

Each CEQ project currently underway is a collaborative effort with other government agencies. Descriptions of all major CEQ initiatives can be found under the "Initiatives" page of the CEQ website.¹⁶ These initiatives include:

- **Recovery Through Retrofit**, which is headed by the Office of the Vice President and includes 11 departments and agencies.
- **Interagency Ocean Policy Task Force**, which is chaired by CEQ and includes 26 agencies
- **Climate Change Adaptation Task Force**, which is jointly led by CEQ, the Office of Science and Technology Policy, and the National Oceanic and Atmospheric Administration, and includes more than 20 Federal agencies.
- The **Steering Committee on Federal Sustainability**, which is jointly convened with OMB, and includes all Executive departments and agencies.
- **Carbon Capture and Storage Task Force**, which is co-chaired by the Department of Energy and the Environmental Protection Agency, and includes 14 departments and agencies.

4.2 Proposed action

CEQ's proposed new collaborative efforts will focus on its flagship initiative, GreenGov, and are discussed in Section 5.

¹⁶ <http://www.whitehouse.gov/administration/eop/ceq/initiatives>

5 Flagship Initiative: GreenGov

CEQ's Open Government Flagship Initiative is GreenGov, which has been developed to support the implementation of President Obama's Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*. E.O. 13514 specifically calls for transparency, participation, and collaboration as fundamental to reaching its goals.

5.1 Overview

E.O. 13514 challenges the Federal agencies to lead by example towards a clean energy economy, prioritize activities with the highest return on investment as measured in social and economic costs and benefits, and transparently report progress and achievements.

CEQ has created "GreenGov" which uses Open Government tools to foster a self-organizing Federal community to reach these goals. GreenGov includes an online participatory forum to solicit "grassroots" ideas to green the government, a forum for cross-agency sharing of best practices, a conference, and an awards program recognizing excellence in many aspects of sustainable operations. Developing the tools, guidance, and recommendations that will be needed to support this community creates ongoing opportunities for stakeholder and public participation. Transparency of the resulting work supports accountability for reaching the goals set by the Sustainability E.O.

5.2 Collaboration

E.O. 13514 has government-wide ramifications and is a fundamentally collaborative effort. While each agency will be evaluated individually, specific area recommendations are developed by multi-agency working groups, training is conducted collaboratively, the steering committee is interagency, and grassroots participation is enabled through an online forum called the GreenGov Collaborative.

Implementing the E.O. is coordinated through the Steering Committee on Federal Sustainability, a body made up of the Senior Sustainability Officials from every agency. This body allows agency leadership the opportunity to support each other's initiatives, discuss management best practices, and critically evaluate program progress and effectiveness. The Steering Committee is co-convened by CEQ and OMB and chaired by the Federal Environmental Executive. When technology support is available, these meetings are broadcast live on the web and archived for subsequent viewing.

The E.O. recognizes that the knowledge and expertise needed for successful implementation does not reside in any single government office. CEQ and OMB coordinate the overall effort, but individual program areas have been assigned to multi-agency working groups. These include:

- Steering Committee on Federal Sustainability (E.O. sec. 3).
- Sustainable Locations for Federal Facilities Recommendations Greenhouse Gas Accounting and Reporting Recommendations
- Federal Local Transportation Logistics Workgroup

- Federal Fleet Management Workgroup
- Regional Implementation Plan

5.3 Transparency

The following represent specific commitments to transparency through the GreenGov program. It is important to note, however, that as GreenGov develops and its community of practice grows, new opportunities to share information will emerge. Therefore, CEQ commits to remain alert to new high value data sets that may emerge from the program in order to share them with the public.

Federal GHG protocol

The Sustainability E.O. requires CEQ and OMB to issue a Federal protocol for measuring and reporting GHG pollution as guidance, based on recommendations developed by an interagency working group led by DOE. As a part of the review process, CEQ will work with OMB to integrate a public comment period into the review process, both to exhibit transparency and to broaden participation.

Federal GHG inventory

In 2011, the Federal government will publish, for the first time, a Federal GHG inventory. This inventory will be updated annually to report on progress towards meeting the GHG pollution reduction targets set by the Sustainability E.O.

Agency Scorecards

CEQ will work with OMB to complete and publish annual scorecards on agency performance toward meeting the E.O. goals. These goals were included in the Analytical Perspectives published with the President's 2011 Budget.

Report to the President

Every two years, CEQ's Office of the Federal Environmental Executive will produce and publish a Report to the President on the status of agency efforts. This report will be made available to the public online through the CEQ and FedCenter web sites.

5.4 Participation

CEQ recognizes that engaging the vast community of Federal and military employees in the E.O. implementation process is key to its success. The GreenGov Challenge, a solicitation to all Federal and military personnel to submit their ideas on "greening" the government. The community then voted for their best ideas, and the final report was presented to the Sustainability Steering Committee as seed ideas for agency initiatives. GreenGov engaged more than 14,000 Federal civilian and military employees, who submitted 5,300 ideas and more than 165,000 votes.

CEQ will build upon this successful program to broaden participation in Federal sustainability efforts by engaging more members of the Federal community and reaching out to stakeholders and the public. The following comprise the major GreenGov components to expand participation.

GreenGov Collaborative

Hosted by FedCenter.org, it was launched February 18th to be an online community of Federal employees dedicated to answering the President's call to put the GreenGov Challenge ideas into action.

GreenGov Symposium

To be held in 2010, in Washington, DC with the Federal community, Senior Sustainability Officers (SSOs), agency budget officers, and sustainability practitioners.

Workshops

Ongoing workshops focused on specific areas of practice such as sustainable building, greenhouse gas accounting, and green purchasing will be presented throughout the year. These workshops will bring Federal practitioners together with leadership from the private sector, nonprofit community, and other governmental organizations to share knowledge and to create opportunities for professional development. Every effort will be made to integrate collaborative technologies like webinar tools to broaden the opportunity for participation.

5.5 Measuring Success

Measuring the success of the GreenGov program in reaching its broader goal of fundamentally and holistically incorporating the goal of sustainability into Federal operations is not easy to capture. It requires a determination of difficult-to-answer questions: How effective is the Sustainability E.O. at introducing "sustainability" as a value in Federal Government decision making? Do Federal employees grasp the environmental, economic, and social ramifications of government actions? Is government investment in the built environment, contractor community, and product procurement contributing to the growth of the clean energy economy? Are the collaborative, transparency, and participative mechanisms in the E.O. functioning to effectively tap into a widely-dispersed set of best practices of sustainable operations?

A mechanism for evaluating the progress of the agencies in reaching their mandated and self-declared targets is built into the E.O. itself: the OMB scorecard. The scorecard process will evaluate each E.O. component individually as well as overall agency progress towards its goals.

The scorecards are our best tool for tracking the success of GreenGov and they are also an important means for holding individual agencies and the Federal government itself accountable for meeting these goals. Experience to date with OMB scorecards has demonstrated their efficacy in engaging the agencies and moving Federal sustainability activities forwards.