

EXPORT-IMPORT BANK of the UNITED STATES



Open Government Plan V3.0

Updated: May 30, 2014

Original Document: April 6, 2010

Open Government Plan of the Export Import Bank of the United States

Executive Summary

“The Export-Import Bank of the United States (Ex-Im Bank) is committed to the implementation of President Obama’s Open Government Directive. The Ex-Im Bank Open Government Plan will complement the Bank’s strategic goals:

1. Expand awareness of Ex-Im Bank services through focused business development and effective partnerships.
2. Improve ease of doing business for customers
3. Create an environment that fosters high performance and innovation.”

Fred P. Hochberg, Ex-Im Bank Chairman and President

The Export-Import Bank is currently meeting its legal information dissemination obligations through significant progress in achieving the President’s goal of transparency with increased accountability of the Bank operations by making public detailed information on the majority of the Bank’s transactions. These datasets are published in electronic open formats via USASpending.gov. These datasets were first published in November 2007 as the Ex-Im Bank’s response to the Federal Funding Accountability and Transparency Act (FFATA). Ex-Im Bank has published its transaction information for the last eight fiscal years on this cross-Agency website. The subcategories for Ex-Im Bank’s FFATA information include Insurance, Direct Loans, and Guaranteed Loans.

The Bank publishes all its notices and regulations on the e-Rulemaking government-wide Regulations.gov web site. This site provides the public with the ability to submit comments electronically.

““We will double our exports over the next five years, an increase that will support two million jobs in America.” President Barack Obama, March 11, 2010. The Bank is a major export finance agency participating in the National Export Initiative (NEI). The NEI is a multi-year effort to increase U.S. jobs by increasing the number of companies exporting and expanding the number of markets current U.S. companies sell to. The Bank will play a critical role in the implementation of this initiative and is taking the necessary steps to identify new markets, double our exports and level the playing field for American workers.

Reference: <http://www.whitehouse.gov/the-press-office/executive-order-national-export-initiative>

The Bank works closely with its business partners and is always seeking additional partners to turn export opportunities into real sales that help to maintain and create U.S. jobs and contribute to a stronger national economy. Examples include Lenders (Delegated Authority Lenders); Insurance Brokers; City/State Partners; and U.S. Trade Agencies.

The Bank currently employs diversified methods for achieving public participation including Feedback capability on www.exim.gov; Outreach: Town-hall style meeting, training sessions, outreach to trade associations and an Annual Conference; Regional Offices staff interact with the public and cover high volume locations; Surveys (annual competitiveness survey to ascertain the Bank’s competitiveness);

Subscription Services; and Public Posting of Information and Reporting on a variety of sites such as www.Export.gov and Business.USA.gov.

In the spirit of open government, we actively seek public input and advice regarding the key elements of this plan. **We welcome thoughts and ideas with respect to the key elements of the plan.**

Recognizing the need for timely access to data on current business trends, transactions, and customers; the Bank has embarked on a program to develop a data warehouse with real-time reporting and business intelligence analysis capabilities. The Bank's **Flagship initiative** is based on this new data warehouse, the Ex-Im Bank Reporting System (ERS), that has already begun to revolutionize the availability, use, accuracy of the business data, and key performance metrics on which the business decisions of the Bank are based. The Bank plans to use this new tool to develop and publish the data sets most frequently requested by the public through the Freedom of Information Act on its Open Government web page.

Highlights of Previous Open Government Achievements

The Bank has attempted to rapidly navigate the transition to an Open Government environment since its inception. In particular,

- The Bank began publishing information on its Loans, Loan Guarantee, and Insurance transactions immediately in compliance with the Federal Funding Accountability and Transparency Act (FFATA) on USASpending.gov and has consistently reported this data since the inception of the site.
- The Bank produced numerous targeted data sets related to its transactions in response to the original Open Data call in 2010. These included general authorization information, authorization information by country, small business authorizations, woman and minority-owned authorizations, and environmentally beneficial authorizations. These five datasets were also broken down by fiscal year leading to a large number of small data files with highly targeted information.
- As part of the Bank's 2012 Open Government Plan, the Bank attacked the large number of disparate data sets with the intent of providing consolidated data sets by fiscal year that provided comprehensive access to the Bank's transaction information. This effort required a collaboration of staff from our Information Technology department, our Chief Financial Officer's office, our Operations and Data Quality Division, and our Office of General Counsel. This team collaborated to review requests that have been received by the Bank over the past several years under the Freedom of Information Act, to identify the core sets of business data that the public has expressed an interest in over the past few years and make that data available to the public in a format they can easily use. The result were 8 FY-based deal data sets containing all commonly requested deal information and 8 FY-based participant data sets containing information about participants in our deals that is frequently requested.

Export-Import Bank Open Government Plan

The Export Import Bank of the United States (hereafter, Ex-Im Bank or the Bank) Open Government Plan provides a roadmap and timelines detailing the specific actions that Ex-Im Bank has and will undertake to implement the President's January 21, 2009 memorandum on Transparency and Open Government and the Open Government Directive of December 9, 2009. This plan incorporates the Bank's visions and goals as well as the Office of the Chief Information Officer's technology applications. The Directive calls for agencies to update their Open Government Plans every two years. In accordance with this requirement, this constitutes the update for 2014.

In the spirit of open government, we actively seek public input and advice regarding the key elements of this plan. We welcome thoughts and ideas with respect to each of these milestones.

Plan Availability

The Export Import Bank's plan is published online on the Bank's Open Government Webpage. The plan is published on our Open Government page and can be found via the following link:

<http://www.exim.gov/open>

Plan Components

The 2014 version of the Bank's Open Government Plan has been revised in order to more closely match the new guidance on the required contents of the 2014 Agency Open Government Plans issued on Feb. 24, 2014. This revision will be divided into two major sections: "New and Expanded Initiatives" and "Ongoing Initiatives".

New and Expanded Initiatives

A. Open Data

The Export-Import Bank is a customer oriented agency. Ex-Im Bank enables U.S. companies — large and small — to turn export opportunities into sales that helps to maintain and create U.S. jobs and contribute to a stronger national economy. Ex-Im Bank fulfills its mission through three primary service delivery methods:

- Direct Loans
- Loan Guarantees
- Insurance

A core set of the data related to these programs is already being published on USASpending.gov. The Bank has continued to work to expand the scope of the data made available to the public by publishing data not currently available there by providing data sets containing far more detail on deals processed by the Bank and the associated participants on our Open Government pages. Through these Open Government Initiatives, we hope to support

those researchers who want to use the data in their analyses and provide broader exposure of the activities of the Bank to potential customers who may benefit from our services.

1. Process for Systematically Inventorying Ex-Im Bank Data Assets

Internally, the Export-Import Bank has been maintaining an inventory of the major data assets that it maintains in IBM Rational System Architect (with the FEA extension) for some time. However, at this time, the Bank is rapidly transforming most of its major applications. For instance, the Bank is replacing its core, internally built-and-maintained financial system with a FISO-compliant, off-the-shelf product to be deployed in FY15 as well as replacing its remaining Lotus Notes-based applications in early FY15. Plans for FY15 call for us to replace our Application Processing System (APS) used to process loan, long term loan guarantees, and working capital guarantees and an evaluation is underway to replace our Human Capital Management system (using another federal agency partner through an inter-agency service agreement). These initiatives will effectively replace most of our major IT systems with the exception of EXIM Online (our insurance and medium term loan guarantee application processing system) and the ExIm Bank Reporting System (our data warehouse). In addition, some of the functionality contained in systems such as APS and the Lotus Notes applications will be absorbed by EXIM Online so it too is in a state of rapid change.

Given the major changes in our IT infrastructure taking place this year and next year, our plans for inventorying our data set currently call for us to iteratively:

- Refresh the EXIM Online inventory data in our tracking tool and then publish the inventory listing for this system on our public website in an open, machine readable format when all the functionality is finalized.
- Capture the inventory information for the new financial management system, human capital system, etc., as they are rolled out and add those listings to our public website in an open, machine readable format.

2. Mechanism in place facilitate data downloads and/or use of APIs

The Bank currently publishes all its key data sets on the DATA.GOV Next Generation platform which allows users to download the data in a variety of ways, including CSV, JSON, PDF, RDF, RSS, XLS, XLSX and XML formats. In addition, the Bank exposes those key data sets using the SODA API.

Links to our key data sets are available at <http://www.exim.gov/open> and descriptions of the APIs are available at <http://www.exim.gov/developer>.

3. Encouraging Public Use of Already Released Datasets.

The Bank has a small number of publicly available data sets. The small number more than makes up in quality for the initial large array of smaller data sets we originally published. In 2012, we reviewed our array of data sets and realized that we could consolidate all of our varied data sets into just two data sets per fiscal year (and we are working on consolidating the FY-based data set as part of this plan to reduce the key data sets down to just two as for our 2014 flagship initiative). Information about those data sets is disseminated through:

- Our own website at <http://www.exim.gov/open>
- Our own website on our API page at <http://www.exim.gov/developer>
- On the government-wide at <http://www.data.gov>.
- Our FOIA officer frequently refers requesters to these datasets as the first place to look to see if the data they are requesting is already publicly available.

The Bank maintains its own website at <http://www.exim.gov> that provides detailed information on its mission and on its programs. The Bank is an active participant in the BusinessUSA initiative, presenting information about its programs, success stories, etc., on that site to further public knowledge about its programs. In addition, the Bank presents an annual conference that is regularly attended by more than 1,000 lenders, insurance brokers, U.S. exporters, international buyers and government experts to continue reaching out the public to insure the important role the Bank plays in expanding jobs through exports and contributing to a stronger national economy is understood.

4. How the Agency Plans for Additional Data Releases

The Bank reviews the data sets it controls and publishes on a quarterly basis. The main thrust of the review is to enhance the existing data sets with additional information (rather than create new data sets) as general customer feedback has indicated that customers prefer fewer data sets that they can filter to retrieve data over a multitude of data sets that they have to combine to derive a result. New data for publication is primarily identified by reviewing FOIA requests received over the previous quarter. If unpublished data is requested and the FOIA officer and OGC representatives agree that publication is authorized, the new data is added to our data sets. Other data sets, such as the USASpending.gov, data set are controlled by external parties and the Bank modifies the data sets published as directed by the data set owners.

B. Proactive Disclosure

In 2012, Ex-Im Bank proactively placed a large amount of statistical data related to Bank transactions on our FOIA Web site. These data files contain information on participants in the transactions, as well as on the transactions themselves, over the past six years, and are updated quarterly. To maximize use by the public, the files are downloadable in various formats for the users' convenience; users may create custom reports using these files. Also included with each data file is a "key" that explains each column heading in every data file. These files are available on Ex-Im Bank's Web site at:

<http://www.exim.gov/open/index.cfm#downdata>.

The Bank has received a great deal of positive feedback from the public in response to this posting, from previous FOIA requesters as well as individuals who would have otherwise requested the data under the FOIA.

Ex-Im Bank's FOIA Web site provides a feedback button for public comments and questions. Ex-Im Bank's FOIA Team is also working with the Web Team to enhance the site's search capabilities. The FOIA Team is investigating the possible use of social media such as Twitter and Facebook, on which Ex-Im Bank would place live links to proactive disclosures on our Web

site, as well as information and updates on the Bank's FOIA process. The Bank is also considering the use of YouTube for disseminating information to the public about Ex-Im Bank's FOIA process, progress, request trends and recent disclosures.

The FOIA Team meets at least quarterly to review recent disclosures, identify request and disclosure trends as well as information that may be of interest to the public, and discusses placing that information on our FOIA Web site. And, Ex-Im Bank continues to update quarterly the downloadable statistical data relating to Bank transactions placed on our Web site.

C. Privacy

The Bank has limited Privacy reporting requirements. Our Senior Agency Official for Privacy (SAOP) prepares and submits the SAOP report required under FISMA and distributes it as required (it is not publicly available). The Bank does not have any activities to report pertinent to either the Federal Agency Data Mining Report or the biennial computer matching activity report. The only other privacy report/notice the Bank has filed is the Privacy Impact Statement for the Office of Inspector General Investigative Records (public notice was disseminated in the Federal Register and the Privacy Impact Statement is available at <http://www.exim.gov/oig>).

D. Whistleblower Protection

The Bank has been in the midst of a major building renovation over the last two years. Prior to the start of the building renovation and the relocation of employees and staff to temporary space, EEO and "No Fear Act" posters were prominently posted in areas readily open to employees including the EEO Office, Human Resources Office and other hallway display cases and bulletin boards. During this renovation while the Bank was housed in swing space, the Bank has relied on its intranet site to disseminate this information. It provides links to lists of Prohibited Personnel Practices and the Whistleblower Protection Act on its intranet site on the Human Resources Policies & Procedures page. This page is accessible to all employees as it contains a great deal of information deemed useful to all employees. Information about the Whistleblowers Protection Act is also included in the new employee orientation brochure. All employees (including supervisors) were briefed on both Prohibited Personnel Practices and the Whistleblower Protection Act as part of a mandatory, online NoFEAR training course that all employees had to complete during the first quarter of FY14.

E. Websites

The Bank's Digital Strategy is located at <http://www.exim.gov/websiteguidance/Digital-Strategy-at-Ex-Im-Bank.cfm>. Ex-Im is actively working to improve the usability and accessibility of the agency-facing website and the public-facing websites. Towards this end, the agency-facing website of Ex-Im Bank was updated recently. In addition, we conducted focus groups with Exporters, Brokers, and Lenders at the Bank's Annual Conference in April of 2014, asking them about their experience using the website as clients. The feedback was collected carefully, and is being used along with current usability and accessibility best practices to update the current website and evaluate the benefits of a potential redesign for the public Ex-Im Bank website. In addition, all content, navigation, and code are being assessed for Section 508 compliance by the new media specialists under contract, who have extensive experience in Section 508 accessibility and usability.

The new public-facing website will use navigation that supports multiple ways of seeking information, so that all visitors will have an easier time finding what they are looking for, and will feel more confident that they have found what they need. For example, the website will support people who are trying to solve a particular problem in their business by helping them find the product that meets their solution; it will support people who need targeted information, such as, specifically updated rate schedules or specific forms; and it will help visitors easily identify what ExIm is, what services it provides, and the importance of Ex-Im to the US economy. In addition, ExIm is redesigning the website to use language and terminology familiar to our clients and potential customers, so that they feel less overwhelmed and more confident in deciding to work with Ex-Im.

Ongoing Initiatives

A. Participation in Transparency Initiatives.

- Data.gov

The Bank was an early participant in the Data.gov initiative and registered a number of self-published data sets in the original DMS data registry hosted by Data.gov. The Bank was also an early adopter of the Data.gov Next Generation system and started publishing their data sets as Interactive Datasets on that site in 2012. At this time, the system is in a state of flux as GSA is in the process of transitioning this system to a new system based on open source software. The Bank will either transition their data sets to the new replacement system that GSA has proposed (but not delivered yet) or the Bank will continue to contract with Socrata (the current host of the Data.gov Next Generation system) to maintain their data on that site and provide registration data in the form of a “data.json” file for Data.gov¹. As of the required publication date, not enough is known about the proposed GSA-hosted replacement for the current Data.gov Next Generation system, so the direction is unclear. But we will have a system in place using one of the two described approaches by the end of the fiscal year.

- e-Rulemaking

The Bank publishes all its notices and regulations on the e-Rulemaking government-wide Regulations.gov web site. This site provides the public with the ability to submit comments electronically.

- IT Dashboard

The Bank does not have a presence on the Federal IT dashboard due to its size and the small size of its IT investments.

¹ Our Socrata sales representative indicated that the “data.json” file required for the new Data.gov system would be included as part of the package if we contract directly with Socrata to replace the Data.gov Next Generation system when GSA’s contract expires on June 30, 2014.

- Recovery.gov

The Bank does not receive any Recovery Act funds and has no Recovery.gov reporting obligations.

- Grants.gov

The Bank does not issue grants at this time and has no Grants.gov reporting obligations.

- CFDA.gov

The Bank has no reporting obligations to CFDA.gov. However, the USASpending.gov site (covered below) receives a superset of the data that CFDA collects on a monthly basis.

- SAM.gov

The Bank uses SAM.gov to retrieve information on contractors doing business with the federal government for use in its contract management system. All contractors doing business with the Bank are required to register with SAM.gov.

- FSRS.gov

The FFATA Subaward Reporting System (FSRS) is the reporting tool Federal prime awardees (i.e. prime contractors and prime grants recipients) use to capture and report subaward and executive compensation data regarding their first-tier subawards to meet the FFATA reporting requirements. The Bank does not directly use this system. It is the responsibility of the prime contractor or grant recipient to enter the required data. The Bank does not regularly issue grants and has not issued any grants since the inception of this system so no reporting has been required.

- USASpending.gov

The Bank had published regular monthly submissions regarding its loans, loan guarantees, and insurance offerings since the inception of USASpending.gov and continues to do so.

B. Public Notice.

Ex-Im Bank undertakes the following activities to keep the public informed about significant agency activities and business:

1. Ex-Im Bank announces in the Federal Register all Board of Directors meetings open to the public.
2. The Bank publishes all board meeting transactions that are over \$100M.

3. The Bank holds an annual conference. The conference offers to business attendees workshop sessions on such topics as how to obtain new customers and increase profits while mitigating trade finance risks, macro trade issues and opportunities in specific countries and industries. The conference is an opportunity for the representatives of US businesses to meet and converse with more than 1,000 lenders, insurance brokers, U.S. exporters, international buyers, and government experts, as well as to heighten any company's visibility among key decision makers by being an exhibitor.
4. The Bank uses its public website to publicize its work and to enable the use of its products via electronic forms.

C. Records Management.

Requirements for records management serve as the foundation for Bank's records management program. This includes such activities as identifying and scheduling all electronic records and ensuring the timely transfer of all permanently valuable records to the National Archives. The Bank has implemented a webpage describing our compliance with these records requirements on our public website.

All of the Bank's permanent and temporary records are scheduled in the proposed media neutral records schedule DAA-0275-2014-0001 under review at NARA as of 4/2014. NARA appraisal archivist audited the proposed schedule in October 2013. The expected approval of the schedule is the summer of 2014. The details of Bank's records management compliance activities, including those responding to the President's November 28, 2011 Memorandum on Managing Government Records and the accompanying August 24, 2012 are detailed in the SAO annual report to the Chief Records Officer for the U.S. Government submitted in January 2014. The Bank's record management policies and procedures, as well as records management training materials are published on the Bank's website <http://www.exim.gov/open/Information-and-Records-Management.cfm>.

D. Freedom of Information Act (FOIA) Requests.

The Bank has taken a number of steps to reduce the FOIA request backlog by at least ten percent per year: a contractor has been hired to supplement federal staff of the FOIA team, Bank materials that are predicted to be of greater public interest are made available on the Bank's public website <http://www.exim.gov/about/library/foia/>, materials that are requested by the public more than twice are also made available on the website. Predictive staging of materials for public access, in keeping with the principles of the "presumption of openness", as well as staff supplementation by the use of contract labor are both intended to strengthen our FOIA response processes and improve customer service. ExIm Bank's FOIA and Open Government Teams work together to maintain its Open Government Initiative web page (www.exim.gov/open), which contains information previously unavailable to the public unless requested. The page contains charts and graphs of program activity in addition to detailed downloadable data sets of the information behind the charts and graphs. A link exists for the public to provide ongoing feedback on how the Bank can improve the availability and quality of information posted on the page.

Ex-Im Bank's Chief FOIA Officer has taken the initiative to create and implement a system that will make document searches more expeditious and efficient, which will allow for timelier processing of FOIA requests. Specifically, staff requested to search for documents are required to either complete searches or provide a status report within a specified time frame. Also, the Bank's FOIA and IT teams regularly consult with the software vendors' IT staff to further enhance and fine-tune its FOIA software processing package to E-Im Bank's specific needs. Additionally, more internal documents are being filed electronically at the time they are created, making it faster and easier to conduct searches for these documents.

In order to maximize discretionary releases, Ex-Im Bank's FOIA Specialists meet frequently with staff attorneys to review and discuss pending requests whose responsive documents include material that was previously withheld under Exemption (b)(5). The FOIA Team frequently consults with the Bank components that created/generated the records in question, in order to discuss the records' significance and determine any actual harm in disclosure. In 2014 Ex-Im Bank plans to update its FOIA regulations and incorporate the "presumption of openness" principle into the new version. Along with other federal agencies the Bank submits its FOIA data to the Department of Justice (DOJ) in print and electronic formats. The DOJ places the electronic data on the FOIA.gov website for the public to access.

Ex-Im Bank's FOIA Team enjoys effective IT support. Specific members of the Bank's Information Technology (IT) Team have been assigned to serve as liaisons between the FOIA Team and the software vendor's IT staff; this support has proven to be integral to successful utilization of this software. Members of the Bank's FOIA and IT Teams regularly consult with the software vendor's IT staff in order to identify, discuss, and effect updates and improvements.

The Bank's FOIA web page <http://www.exim.gov/about/library/foia>, supplies (1) a description of our staffing and organizational structure for FOIA with specific contact information for the agency Chief FOIA Officer, FOIA Public Liaison(s), and other public points of contact; (2) the process for responding to FOIA requests; and (3) links to the ExIm Bank FOIA reports, including the Annual FOIA Report and Chief FOIA Officer Report <http://www.exim.gov/about/library/foia/Frequently-Requested-Reports-and-Information.cfm>.

E. Congressional Requests

Ex-Im Bank is small agency (with less than 400 employees). The Ex-Im Bank's Office of Congressional Affairs is responsible for analyzing and responding to Congressional requests for information. This office currently consists of a total of 5 employees and has no subordinate organizational structure. Employees within the Office of Congressional Affairs use an automated system, the Case Action Tracking System (CATS), to track Congressional requests for information, internal workflows for gathering and reviewing the information, and a document management system to search and archive the responses.

F. Declassification

Ex-Im Bank does not generate classified information and does not have the authority to do so. Most of the sensitive information generated or collected and stored by the Bank is business confidential, which is classified under the label "sensitive but unclassified". As such, there is no

declassification schedule associated with all Ex-Im Bank data. Release of Ex-Im data to the public that is classified as business confidential is managed in accordance with the Bank's Freedom of Information Act (FOIA) program as defined in 12 C.F.R. § 404.1.

G. Participation

To create more informed and effective policies, Ex-Im Bank promotes opportunities for the public to participate in the Bank's decision-making process. The Bank works closely with its business partners and is always seeking additional partners to turn export opportunities into real sales that help to maintain and create U.S. jobs and contribute to a stronger national economy. As such, we design our business offerings to support American exporter sales in the riskier overseas markets and are extremely interested in exporter feedback on these programs and offerings.

The Bank has redefined its strategic goals to target partnership, customer services and innovation:

1. Expand awareness of Ex-Im Bank services through focused business development and effective partnerships
2. Improve ease of doing business for customers
3. Create an environment that fosters high performance and innovation

The Bank includes on the web site a comprehensive list of contacts by region as well as by product at <http://www.exim.gov/contact/contactus.cfm>.

The Bank provides its services with the participation of private and public partners. Regularly updated lists are available at: <http://www.exim.gov/about/partners/index.cfm>.

Delegated Authority Lenders: Working Capital delegated authority lenders. The list is provided by state.

Insurance Brokers: The Export-Import Bank strongly encourages the use of a specialist insurance broker for exporters who are interested in export credit insurance. Brokers provide a number of valuable services to existing and prospective policyholders. Brokers receive their compensation from commissions paid by Ex-Im Bank - there is no additional charge to the customer. The Bank provides the following services to brokers on its active list:

- Assistance when applying for an insurance policy (or buyer credit limit) including review of completeness of financial and non-financial information.
- Assistance in using the new EX-IM *Online* system, that allows application, processing and other functionalities over the Internet.
- Interpretation and guidance with respect to Ex-Im Bank policies (e.g., U.S. content, maximum repayment terms), credit standards and documentation requirements.
- Assistance in reporting shipments and paying premium, in maintaining insurance-related documents, and in filing claims for losses.

City/State Partners: The City/State Partners Program brings state, county, and local non-profit economic development entities together with Ex-Im Bank in a partnership designed to expand export opportunities. City/State partners receive the following services from the Bank:

- All the essential support and resources the organization needs, including training and marketing materials at no cost.
- Highly qualified trade finance specialists to speak at their events.
- Assistance with joint marketing and outreach campaigns.
- A network of lenders, insurance brokers, and other U.S. Government export resources.
- One-on-one trade finance counseling.

U.S. Trade Agencies: Partnership with the Department of Commerce, Overseas Private Investment Corporation, Trade and Development Agency, US Trade Representative, Small Business Administration, National Women's Business Council, Department of Transportation, Department of State, and the Department of Energy.

We use metrics to judge the overall success of the Bank's programs and offerings. For example, we conduct an annual competitiveness survey to ascertain the Bank's competitiveness. The Bank's annual competitiveness survey provides an assessment of the competitiveness of the medium- and long-term export credit programs of Ex-Im Bank each year. This assessment compares Ex-Im Bank programs to those of the G-7 official export credit agencies (ECAs), the traditional competitors to Ex-Im Bank. The report also incorporates competitiveness information on other large ECAs, when such information is available and relevant.

Finally, as an Agency of the U.S. Federal Government, we are interested in expanding public participation in our core business processes. We have developed innovative technological solutions to enhance public participation in Freedom of Information Act (FOIA) requests, and make maximum use of cross-agency platforms, including: Business.USA.gov, USASpending.gov, DATA.GOV, e-Rulemaking, and FedBizOps.gov.

H. Collaboration

The Ex-Im Bank has a unique primary mission: the creation of American jobs through the promotion of exports of American goods and services to foreign buyers. To closely align our collaboration efforts with our mission, our collaboration efforts are primarily focused at the target audience that uses the services the Bank provides.

Since the National Export Initiative (NEI) was announced, the President has signed an Executive Order and formed an Export Promotion Cabinet that consists of top leaders Administration-wide. The Bank is playing a critical role in the implementation of this initiative and is taking the necessary steps to identify new markets, double our exports and level the playing field for American workers.

The Export Promotion Cabinet consists of:

- (a) the Secretary of State;
- (b) the Secretary of the Treasury;
- (c) the Secretary of Agriculture;
- (d) the Secretary of Commerce;
- (e) the Secretary of Labor;
- (f) the Director of the Office of Management and Budget;
- (g) the United States Trade Representative;

- (h) the Assistant to the President for Economic Policy;
- (i) the National Security Advisor;
- (j) the Chair of the Council of Economic Advisers;
- (k) **the President of the Export-Import Bank of the United States;**
- (l) the Administrator of the Small Business Administration;
- (m) the President of the Overseas Private Investment Corporation;
- (n) the Director of the United States Trade and Development Agency; and
- (o) the heads of other executive branch departments, agencies, and offices as the President may, from time to time, designate.

The Bank partner with a variety of lenders and financial institutions, export insurance brokers, city/state partners, and U.S. Trade Agencies. For example, we provide an [‘Active Broker List’](#) of active insurance brokers on our public website, which is regularly updated and available to companies interested in export sales. Also, we bring state, county, and local non-profit economic development entities together in our [‘City/State Partners Program’](#), a partnership designed to expand export opportunities. We partner with a number of [U.S. Government Agencies](#) with trade mission objectives (see Section b for details).

Organization for Economic Co-operation and Development (OECD): The United States is a member of the OECD, with Ex-Im Bank participating in the activities of the Directorate for Trade and Agriculture and as a participant to the Arrangement on Export Credits. There are currently 30 full members of the OECD. The OECD is a forum of countries committed to democracy and the market economy, providing a setting to compare policy experiences, seek answers to common problems, identify good practices, and coordinate domestic and international policies. The OECD objectives are:

- To achieve the highest sustainable economic growth and employment and a rising standard of living in member countries, while maintaining financial stability, and thus to contribute to the development of the world economy;
- To contribute to sound economic expansion in member as well as nonmember countries in the process of economic development; and
- To contribute to the expansion of world trade on a multilateral, nondiscriminatory basis in accordance with international obligations.

Small Agency Council (SAC): The Bank is an active member of SAC. The SAC provides a rich environment in which to share pertinent information and documents between its Government members. The main goals of the Small Agency Council are:

- To help Federal policy oversight agencies develop management policies that affect small agencies.
- To exchange approaches for improving management and productivity in small agencies.
- To share management resources so as to strengthen the internal management practices of small agencies.

The Bank is also a major contributor to <http://www.export.gov> and <http://business.usa.gov> portals.

Opportunities for increasing collaboration and strategic partnerships are discussed in the following sections.

- Collaborative Technology Platforms

There are a variety of technology platforms available that are suitable for meeting the Bank's collaboration requirements. The Bank is currently using a variety of methods and tools for enhancing collaboration including the Bank's public website which provides information 'feeder' technologies; public event registration tools at Bank events such as the annual Ex-Im conference and regional outreach seminars hosted by the Bank in various U.S. cities and states; and the use of commercially-available customer relationship management (CRM) software to identify and target current and potential partners, customers, and exporters.

Building on these foundations, we are investigating a variety of innovative collaboration platforms, using both open (public) and closed (government-to-government) applications. This includes the use of social networking sites, blogging platforms, and collaboration suites. As applications for these collaborative platforms (described in Section b) to ongoing collaborative opportunities are identified and implemented, the Bank will update this plan.

The following examples illustrate a current initiative to increase government-to-government collaboration:

MAX Federal Community Portal - As described above, the Ex-Im Bank has deployed a new community website using the MAX Federal Community on the Office of Management and Budget (OMB) MAX Portal. Ex-Im is the secretariat for the Federal Government's ICRAS program which produces economic analyses on most foreign countries which are documented in country reports for each country. This site and data sets are shared by 11 Government Agencies (EOP (OMB (ICRAS Chair), NSC, and the Council of Economic Advisors); DOD (DSCA); State; OPIC; USDA; DOT; USAID; FRB; Treasury; Commerce; and Ex-Im Bank).

A lesson learned from this 'government-to-government' collaboration initiative is the leveraging of cross-agency collaboration platforms. This is a good opportunity to further the goal of increased collaboration using existing well developed and secure collaboration tools.

- Public Access to Ex-Im Collaboration Efforts

As a consequence of the Congressional charter under which the Bank operates, engaging the members of the public involved with the export of American goods and services to foreign buyers is of paramount importance to the successful implementation of the Bank's mission. Ex-Im Bank employs targeted outreach, marketing, and educational campaigns to a number of components within the exporting American public, including: small business, insurance brokers, lenders and other financial institutions. We are always looking for first time American businesses that have not exported before, and might not have been a customer of the Bank before and may not be aware of the scope

and magnitude of the support to exports available within Ex-Im Bank. One of the performance metrics the Bank tracks is the number of first time users participating in Ex-Im Bank programs.

In the area of collaboration with small businesses, the Bank is maintaining a Web portal specifically for small businesses: “[If you’re a Small-Business Exporter . . .](#)”. This portal provides step-by-step assistance, including an interactive guide and Ex-Im Bank contacts for assistance.

e-mail subscriptions: The Bank continues to expand its Web-based subscription service to provide customers with the ability to get up-to-date news from the Bank. In return, we are always interested in feedback on the Bank’s programs, business offerings and opportunities, and outreach activities.

Export and Business gateway portals: Ex-Im Bank is a major participant in the government-wide “[Export.gov](#)” initiative integrating the content and functions of the Web sites of several business-focused agencies and a [U.S. government exports](#) website. Export.gov provides the exporter with one stop for information and services. This portal was designed to deliver critical export information and services to small and medium-sized U.S. companies. The website has a contact page and a mechanism to send feedback. The feedback is sent to all the partners as needed.

The Partner agencies are:

- International Trade Administration
- Department of Energy
- Export-Import Bank**
- Foreign Agricultural Service (FAS)
- Agency for International Development (USAID)
- Overseas Private Investment Corporation (OPIC)
- Small Business Administration
- Department of State
- U.S. Trade and Development Agency (USTDA)
- Office of Foreign Assets Control
- United States Trade Representative

Regional Office Staff Collaboration Objectives: The Regional Office network is the vital link between exporting communities located throughout the United States and Ex-Im Bank. The regional office network provides a geographic market-focused enterprise which broadens Ex-Im Bank’s reach into small-size U.S. exporting companies. They also work in partnership with other agencies serving the export communities’ needs in order to harness all available Federal, State and Local resources to enhance and encourage small business export activity. Some Ex-Im Bank Regional Offices are housed in the Department of Commerce US Export Assistance Centers (USEAC) sites. The regional offices staff shares trade information and prospects with its partners.

Trade Association Outreach: Trade Association Outreach is the Bank’s primary liaison to industry associations to spread the word about the Bank’s offerings to the small business community. It is common knowledge that small businesses, on average, make up some 80-90% of a trade association's corporate membership. The goal is to foster long-term relationships with trade associations identified as having a high quality nucleus of small business exporters.

- Ex-Im Incentives for Collaboration Innovations

The Bank plans to incentivize employees to identify and implement innovative methods to increase collaboration with those in the private sector, non-profit, and academic communities. The Bank will obtain nominations for a new honor awards category called “Ex-Im Bank Open Government Initiatives” and will make it available to those who contribute to innovative methods of collaboration with the general public or targeted segments of the public.

I. Flagship Initiative

- Overview.

The Bank’s Flagship Initiative is an evolution on an on-going process of ever increasing openness and responsive to the public and their suggestions. As mentioned earlier in our highlights overview, our Open Government initiatives started with a large number of highly focused data sets that were small in scope in response to the initial data call in 2010. By 2012, the Data.gov Next Generation platform had become available and this new platform facilitated new ways to publish data that allowed us to take our data sets in a new direction. Rather than publishing a large variety of “targeted” data sets downloadable in a single format, we were able to publish a smaller number of more comprehensive data sets and let the data users filter it as desired and download it in a wide variety of standard formats. As a result, although we reduced the overall number of data sets, we greatly expanded the amount of information they contained to comply with the President’s goal of transparency. Our 2012 initiative left us with just 2 data sets per fiscal year (16 data sets at the commencement of the 2014 flagship initiative).

The Bank has received positive feedback on these data sets over the years and we are constantly striving to improve them. In the intervening years, customer feedback obtained through the DATA.GOV community led us to the conclusion that government open data customers in general didn’t like the government’s practice of breaking down the data by fiscal year and that those customers also wanted the data to be exposed via an application programming interface (API) in addition to the large variety of different bulk download formats we already supported. In direct response to this feedback, the Bank has decided that its flagship initiative for 2014 should consist of the consolidation of the 16 existing FY-based data sets into to just 2 consolidated “master data sets” that include the ability for users to filter the data as they desire, download in a wide variety of standard, open, machine readable formats, and to publish an API to allow programmatic access to the data sets for any users who desire it. The move to this new environment will be completed at the same time this report is published.

- Engaging the Public

Due to the size of our agency, we don't receive a lot of direct feedback from the public on our Open Government initiatives – although we do provide several technological means for customers to provide feedback (such as a “Discuss” button on each dataset and a feedback link on the web site itself).

Due to large amount of key business data we publish in these two limited data sets and the flexibility available to the customers to help them filter and extract exactly what they're looking for, our FOIA officer frequently refers FOIA-requesters to these data sets directly in response to FOIA queries. A lot of the feedback we get comes either through comments and/or formal requests received by the FOIA officer related to these data sets. These comments are reviewed quarterly to identify any additional data we could add to the data sets to make them more useful to our customers.

In addition, we receive a lot of indirect feedback through the DATA.GOV POC working group. As other members of the group share insights they have received in dealing with the public and their efforts to become more open, we note all ideas seem potentially useful to our efforts and discuss their potential use at the Bank. To a large extent, the inspiration behind our flagship initiative this year has come from the valuable insights shared by members of the DATA.GOV POC community.

- External Agency Partners

As a small agency that wants to provide the maximum flexibility to the public and yet has limited resources to dedicate to the Open Government Initiative, the Bank gratefully acknowledges the key support GSA has provided in the form of the DATA.GOV Next Generation initiative (a contract with Socrata) that provided smaller agencies like Ex-Im Bank with a vehicle to publish their data in a tool with the advanced capabilities Socrata offers. GSA will be ending their contract with Socrata at the end of June, 2014 and has told us they will provide a new offering to replace it based on open source software. When available, we will investigate that new offering.

- Measuring Improved Transparency

The Bank intends to monitor three key trends to identify our effectiveness in providing transparent public access to our data.

- A. Track the number of hits on the new consolidated datasets. Increased utilization indicates the public is relying on the data sets to obtain more information about the Bank through this initiative.
- B. Monitor the number of FOIA requests and requests for additional data. Reducing the number of these requests indicates that our data sets are serving the needs of the public.

- Making the Initiative Sustainable and Allowing for Continued Improvement

The Bank has made this initiative a living and growing program by:

A. Deriving its key data sets from historical FOIA requests

- This motivates the Bank to continue to improve these data sets to reduce the amount of manpower dedicated responding to FOIA requests.
- This institutionalized a review and improvement process as part of the quarterly review of FOIA requests by the FOIA committee.

B. Automating the key reports used to create the data exports we use to feed the DATA.GOV Next Gen system.

J. Public and Agency Ideas

The Bank currently employs diversified methods for achieving public participation in the activities of the Bank.

1. Feedback Capability on www.exim.gov

The Bank provides the ability for the public to submit feedback on **every** one of its web pages. The feedback button is built and included as part of the basic template of the web pages. http://www.exim.gov/website_guidance/feedback.cfm

2. Outreach: Town-hall style meeting and training sessions

The Bank promotes its offerings and programs through public town-hall style meetings; training sessions; [outreach marketing to small businesses](#), [foreign buyers](#), [exporters](#), and [lenders](#), among others; utilization of strategic partnerships with [Federal and non-Federal organizations](#), and using the [Bank's public website](#).

3. Online FOIA Request

The Bank also employs its public website and email to address FOIA requests (using an online form on the web site) in an interactive exchange with the requesting public.

4. Surveys

The Bank conducts an annual competitiveness survey to ascertain the Bank's competitiveness. The Bank's annual competitiveness survey provides an assessment of the competitiveness of the medium- and long-term export credit programs of Ex-Im Bank each year. This assessment is based on information gathered from a number of sources, including surveys and focus groups with exporters and lenders; data from the Organization for Economic Cooperation and Development (OECD), the World Bank, the International Monetary Fund (IMF), and the World Trade Organization (WTO); and information from various ECAs and their host governments.

5. Subscription Services

The Bank provides its users with email subscription services. The customer can select from a variety of options to keep informed of Bank's updates. Subscriptions include newsletter and news updates; regional and topical newsletters, and country limitation schedule changes.

6. Public Posting of Information and Reporting Mechanisms

Additionally, the Bank uses www.fedbizops.gov to announce new opportunities for contracting and purchasing of goods and services for use by the Bank in conducting its mission. The Bank has made all of its regulations available on www.Regulations.gov and we accept public comments on upcoming regulatory actions of the Bank on this website as well. While each of these mechanisms are effective and will remain so, there are newer, more innovative mechanisms available for the Bank to increase partnership and feedback.