



U.S. General Services Administration



OPEN GOVERNMENT PLAN

VERSION 1.1



FY
2010
2012

This publication replaces Version 1.0 of
GSA's Open Government Plan.
Version 1.0 is available on line at GSA.gov/Open.

Version 1.1 addresses areas where GSA's self-evaluation indicated a
need for additional information and addresses feedback received
from GSA's outside evaluator, OMB Watch.

A list of updates to GSA's Open Government Plan
is included in this document as Appendix 10.

A MESSAGE FROM THE GSA ADMINISTRATOR



We at the U.S. General Services Administration are committed to this opportunity to create, in the words of President Obama, “an unprecedented level of openness in government.” As the largest public real estate organization and leader in acquiring products and services for the Federal government, GSA is behind most of the government’s purchases, ranging from phone contracts, to computers, cars, trucks, and buses.

GSA wants to establish a significantly different type of dialogue with the American public. Our Open Government Plan reflects GSA’s current work and the work we plan to do to fulfill the vision of the Open Government Directive. We hope to demonstrate that GSA is listening to the public and our customers, and is aiming for openness as an operational standard within our agency.

We can be a proving ground for change. We recognize that our Open Government Plan is the beginning. This is important because the principles of open government extend well beyond any single administration. The feedback we receive from the public today will help to shape a more open GSA for tomorrow.

We invite the public to contribute ideas on GSA’s effort to be a more public-centered, transparent, participatory, and collaborative organization. We welcome your feedback and look forward to maintaining an engaging and enlightening dialogue with you.

Sincerely,

A handwritten signature in black ink that reads "Martha Johnson". The signature is written in a cursive, flowing style.

Martha N. Johnson

Administrator

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1. EXECUTIVE SUMMARY

When President Barack Obama challenged federal agencies to increase transparency, participation, and collaboration with the public, the U.S. General Services Administration eagerly stepped forward. As the business arm of the government, and as an agency with governmentwide policy-making duties, it is particularly important for GSA's operations, processes and initiatives to be as open as possible.

“The pillars of our plan do not stray from the tenets of the President’s Open Government Directive,” says GSA Administrator Martha N. Johnson. “We remain squarely focused on — *and committed to* — transparency, participation and collaboration.” With this report, GSA has moved from embracing open government principles to forging an action plan that will help advance the President’s open government agenda. We believe this effort will yield major benefits, including greater accountability, and a stronger bond between citizens and their government. Our plan will become a roadmap for firmly incorporating open government principles into GSA’s mission operations. The goal of our plan is to accomplish GSA’s mission more effectively and efficiently through transparency, collaboration and participation.

Open government is not new to GSA. For many years, GSA has played a vital role in implementing the principles of open government through government-wide policies and initiatives, services and information provided directly to the public through the Internet, and by establishing collaborative platforms and tools across the government. Examples include GSA’s delivery of information to consumers has been ongoing for over 40 years. In addition, GSA has worked with federal agencies for years to make their data and websites available to the public. Other recent initiatives such as USA Spending, IT Dashboard, and Data.gov, benefit the American people by providing simple access to important government data.

Administrator Johnson’s top priority is to use GSA’s expertise to provide solutions to our customers in support of their mission to create an effective, sustainable, and transparent government. GSA is off to a strong start. GSA has four flagship initiatives to highlight within this plan, including:

- Terms of Service Agreements
- Open Government Public Engagement Tool
- Challenges and Prizes Platform
- Public Engagement Platform

Each of these initiatives demonstrates GSA’s government-wide leadership role in supporting federal agencies and each has the ability to affect every agency in the federal government. Both the Terms of Service Agreements negotiated by GSA and the Open

Government Public Engagement Tool enable federal agencies to be more open and communicative with the public. The Challenges and Prizes Platform will further enable agencies to leverage good ideas and create useful products that are backed by incentives to encourage public involvement. The Public Engagement Platform focuses on agencies' ability to use new media tools that are secure, tested, and accessible to persons with disabilities. Through these efforts, GSA supports the administration's goal of creating a more open government and fosters openness for the entire federal government.

Be sure to check out what GSA is doing to engage the public, and to help other agencies do the same. GSA uses consumer new media to engage with the public to both solicit input from the public and provide useful information to the public. One example is: <http://www.facebook.com/USAgov>. On this page, anyone with a Facebook account can become a USA.gov fan and post questions or ideas that a USA.gov representative will answer. This leads to open dialogue between federal employees and the public.

In sum, we believe that GSA's Open Government Plan demonstrates that our agency is listening to the public and our customers, and aiming for openness as an operational standard within our agency. We urge you to read our plan to see what GSA is doing to create a culture of transparency, participation and collaboration within GSA, throughout the federal government, and across levels of government.

2. INTRODUCTION

The U.S. General Services Administration (GSA) touches the lives of nearly every U.S. citizen. We celebrated our 60th anniversary in 2009 and are probably best known in our unofficial capacity as the nation's landlord. GSA's Public Buildings Service (PBS) acquires space on behalf of the federal government through new construction and leasing, and acts as a caretaker for federal properties across the country. We provide office space to more than a million federal employees across the nation and oversee the preservation of over 400 historic buildings. GSA also influences the management of \$500 billion in federal assets. GSA's Federal Acquisition Service (FAS) is the lead organization for procurement of products and services (other than buildings and land) for the federal government.

Agencies across the government are able to fulfill their individual missions because of GSA's delivery of superior workspaces, acquisition services, and expert business solutions. Nearly all federal activities are conducted using furniture, computer equipment and office supplies procured through GSA. GSA helps keep the nation safe by providing tools, equipment, and non-tactical vehicles to the U.S. military. We also provide state and local governments with firefighting and rescue equipment, and law enforcement and disaster recovery products and services.

Open government principles affect many of GSA's programs and have a significant impact on the quality of services we provide to our customers, stakeholders and the American public. As the agency transformed itself to enter the 21st century, GSA embraced new technologies, launched electronic government initiatives, and helped develop means of doing government business on the Internet. GSA developed [GSA Advantage!TM](#), an online portal for federal employees to purchase services and equipment through GSA in the 1990s. In 2000, GSA launched FirstGov.gov, now USA.gov, to simplify public access to government information and services.

In 2002, GSA established the [Office of Citizen Services and Communications](#) to manage GSA's citizen-centered activities in a single organization. The Office of Citizen Services enables state and local governments, the public, businesses and the media to interact with the federal government online, via email, telephone, fax or print. As of May, 2010, GSA split the Office of Citizen Services and Communications (OCSC) into separate offices to ensure that the Administrator had direct access to her communications office. The split created the Office of Citizen Services and Innovative Technologies to leverage the citizen services activities and create a mechanism for bringing innovative technologies to the government quickly. The second arm of the former OCSC, the Office of Communications and Marketing, continues to focus on conveying information about GSA to federal employees and external audiences, including the media, agency customers, stakeholders, and the American public.

These are drops in the bucket of how GSA’s everyday work applies openness principles to provide citizens with information about what their government is doing and to promote and increase public participation and collaboration.

GSA will demonstrate its commitment to open government through continued public engagement and will continue to use innovative technologies to:

- Solicit ideas from the public; and
- Use challenges to incentivize the public to provide good ideas

Figure 1 shows the process GSA used to develop its open government plan. Using federal agency guidance, ideas received from the public and feedback from various working groups, GSA’s plan will become a framework for implementing openness principles. This plan includes more extensive information about GSA’s current programs, initiatives and ongoing mission activities that fulfill the Administration’s open government goals.

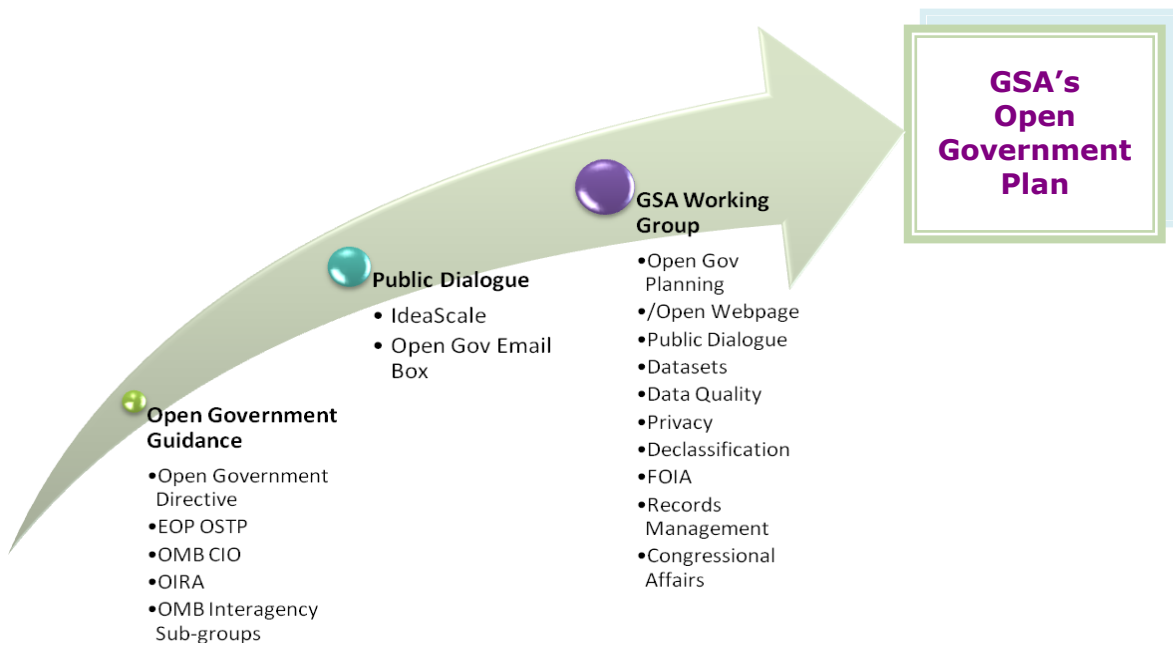


Figure 1. GSA’s Open Government Plan Development Process

3. LEADERSHIP, GOVERNANCE AND CULTURE CHANGE

Open government principles are not new to GSA. We have played a vital role in implementing these principles with government-wide policies and initiatives, and by establishing collaborative platforms and tools across the government. GSA's Administrator fully supports the president's open government guidance and cites it as a fundamental change in government culture and operations. GSA has already started to implement changes to leadership and governance that will result in a culture that incorporates open government principles into daily operations. This section includes information about GSA's:

- Open Government Plan Governance and Approach;
- Open Government Alignment with GSA's Strategic Transformation; and
- External Recognition for Commitment to Open Government.

3.1 Open Government Plan Governance and Approach

GSA approached the development of this plan by establishing leadership roles to meet the requirements of the Open Government Directive. In addition, GSA:

- assigned two senior executive sponsors to serve as lead and co-lead and to oversee the open government planning;
- designated a senior accountable official to implement the quality framework over financial data;
- established an open government Program Management Office to manage the Open Government Directive requirements and reporting; and
- created an open government working group to enable cross-functional planning.

GSA also has representatives on various Office of Management and Budget interagency groups to assist with further planning and criteria development.

Senior executives with open government responsibilities who are involved in the governance are: the Deputy Administrator, Administrators for the Office of Governmentwide Policy, and the Office of Citizen Services and Communication, the Chief Information Officer, the Chief Financial Officer, and the Chief Freedom of Information Act Officer. **Figure 2** is the open government governance chart that shows GSA's executive sponsors, working group and GSA's representation on the OMB subworking groups.

As part of GSA's governance, the open government executives will work with Federal Acquisition Service and Public Buildings Service to identify future open government

activities in these core mission areas. We will update our Plan to include these activities and timeframes.

Our Open Government Plan responds to the Dec. 8, 2009 White House Open Government Directive and is divided into 10 major sections:

1. Executive Summary;
2. Introduction;
3. Leadership, Governance and Culture Change;
4. Open Government Engagement Dialogue;
5. Transparency;
6. Participation;
7. Collaboration;
8. Flagship Initiatives;
9. Cross-Agency Transferability; and
10. Conclusion.

The Appendices are included at the end of the plan to allow for easy extraction of stand alone information such as the Strategic Action Plan for Transparency, included as Appendix 3.

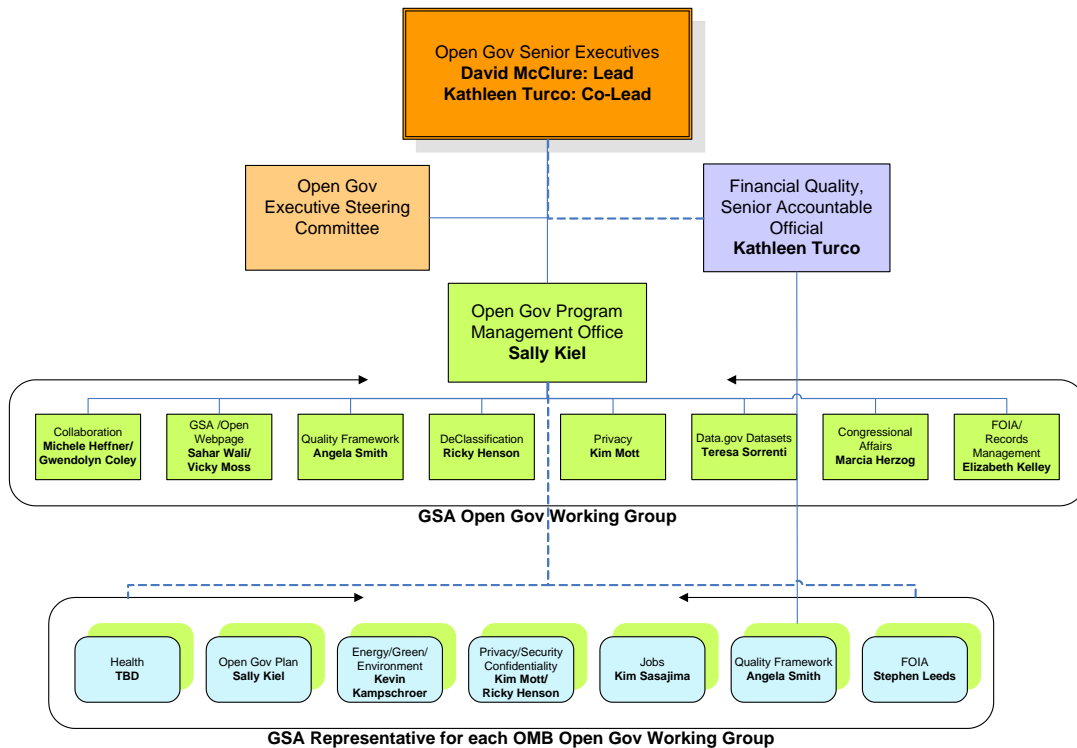


Figure 2. GSA’s Open Government Governance

3.2 Open Government Alignment with GSA's Strategic Transformation

The GSA Administrator believes strongly in a culture of openness. This has been demonstrated through the new strategic goals, through the dedication of an executive to the goal of collaboration, and the creation of a High Priority Performance Goal (HPPG) that focuses on creating a transparent government.

GSA's Administrator believes that changing fundamental behaviors, methods, and processes will help us to reach new transformational goals. To reach these goals and sustain the open government momentum, GSA's strategic plan, performance goals, and budget process will guide the agency's action to implement the open government plan. The Administrator recently added an Associate Administrator, Anthony Costa, to her immediate staff to help chart the organization's future course. The Associate Administrator will work to strengthen the strategic thinking and will focus on ways for GSA's leadership and employees to fully engage in strategic planning and implementation.

Open Government Aligns with GSA's Strategic Goals. GSA's draft strategic goals include innovation, customer intimacy, and operational excellence. Participation plays an important part in our role as the innovations engine for the government. Engaging the public in our processes and decisions helps us to engage in smart risk-taking and seek opportunities to drive excellence through innovation. Collaboration is also important to help us understand our customers and to help them accomplish their individual agency missions with integrity, responsibility, and creativity.

GSA strives for performance excellence and seeks continuous improvement that will help us to deliver meaningful and useful solutions for our customers, industry partners, and employees. To achieve operational excellence, GSA embraces transparency to make information about our activities available to the public, participation to welcome input from the public, and collaboration to find innovative problem-solving strategies.

A GSA Strategic Plan is being prepared as the administration emphasizes open government and transparency. Several options are under review, including using online engagement tools to invite input on the Plan from employees, the public, customers, and stakeholders.

GSA's Open Government Plan is a blueprint for implementing the principles of open government. GSA's draft Mission, Vision, Strategic and Performance Goals are included as Appendix 2.

GSA's Performance Measures Incorporate Open Government Principles. GSA's overall performance framework for open government focuses on driving greater transparency and openness in government. We plan to drive openness principles by adopting agile technologies, processes, and expertise for public engagement. In our Strategic Plan, we have made a commitment to align our operations with Open

Government principles. We plan to meet our commitment by incorporating open government principles into our high-priority performance goals and measures.

GSA’s Plans to Increase Openness. This section highlights some of GSA’s open government goals during the next 1-3 years. Our open government plan will evolve to include our goals in the areas of transparency, participation and collaboration in our core mission areas.

- **Flagship Initiatives.** Included in Section 8 of this Plan, our flagship initiatives frame GSA’s current and future open government activities. The goals of our flagship initiatives are reflected in Appendix 5. Future updates to the Plan will also monitor the progress and implementation of these initiatives.
- **High Priority Performance Goals.** The following are performance milestones for GSA’s high-priority Open Government and Transparency performance goals. GSA plans to:
 - Create a Center of Excellence in social media and serve as the on-line government clearing house for leading practices and success cases in the use of social media throughout the government by June 15, 2010 (completed).
 - Create three widely adopted social media “readiness assessments” tools piloted in at least three federal agencies by June 30, 2010 (completed).
 - Assist in conducting six high-value public dialogues with federal agencies by Sept. 30, 2010.
 - Reach or surpass 136 million public “touch points” (citizen interactions) through Internet, phone, print, and social media channels by Sept. 30, 2010.
 - Educate 1,000 government employees on public engagement methods by Sept. 30, 2010. GSA will educate using tools in forums, classes, and webinars that are rated "highly successful" by participants and directly linked to agency capability building and successful engagement outcomes.

3.3 External Recognition of GSA’s Commitment to Open Government



The Association for Federal Information Resources Management (AFFIRM) is a non-profit, volunteer, educational organization whose overall purpose is to improve the management of information, and related systems and resources, within the Federal government. AFFIRM recognized GSA’s Open Government executive lead, David McClure, for his commitment to Open Government.

The role GSA plays in leading several federal open government initiatives was spotlighted

on June 17, 2010 as two of the agency's senior leaders received awards from the Association for Federal Information Resource Management.

The awards to David L. McClure and Mary Davie represent GSA's commitment to a transparent, participatory, and open government. GSA is working hand-in-hand with the Obama administration to bring the principles of open government to customers, stakeholders, and the American public.

The Association for Federal Information Resources Management's Leadership Awards are presented to individuals who have made significant leadership contributions to activities that have significance beyond their agency or organization, and provide efficiencies and effectiveness in an outstanding manner.

McClure received the award for outstanding executive leadership in governmentwide information resources management. Davie received the award for excellence in government information services for acquisition and procurement improvement and effectiveness.

4. ENGAGING THE PUBLIC TO FORMULATE THE OPEN GOVERNMENT PLAN

From February 6 to March 19, 2010, GSA conducted a dialogue with the public and employees at www.opengsa.ideascale.com, and solicited ideas for creating a culture of openness at GSA. The goal of this dialogue was to collect information on three main topics:

1. Public input into the creation of this Open Government Plan;
2. Proposed data sets to be published by GSA; and
3. Data that should be on a Web site.

This section includes information about the engagement dialogue and GSA's:

- Open Webpage Moderation Process;
- Public Consultation;
- Ideas Chosen for Implementation;
- Public Dialogue Results; and
- Open Government Mailbox.

4.1 GSA's Open Webpage Moderation Process

GSA moderators monitored the site and categorized comments received from the public as on-topic, off-topic, or in violation of the participation terms. On-topic ideas were forwarded to the appropriate program offices, and off-topic ideas were moved to an off-topic section of the site. Visit http://www.usa.gov/webcontent/open/data_reports.shtml or <https://opengsa.ideascale.com/a/ideafactoryStats.do> to view a report of the complete analysis and results. GSA has also used Facebook and its home page (www.gsa.gov) to promote the public dialogue. GSA's engagement process is included as Appendix 4.

4.2 GSA's Public Consultation

The online collaboration tool was designed to collect public input on four main topics:

1. Transparency;
2. Participation;
3. Collaboration; and
4. Innovation.

Registered members were able to share ideas, comment on existing ideas, and vote on ideas. At the end of the six weeks, 74 ideas were posted by 52 people. The 256 registered users submitted 132 comments and cast 446 votes. The ideas and comments were

presented as posted, with no edits or changes by GSA. GSA reviewed these ideas during creation of this plan.

Twenty-two other federal agencies participated in this online conversation. All moderators throughout the government met weekly to discuss problems and best practices in implementing this online engagement tool to engage with the public on open government. Throughout the six weeks, GSA made changes to the tool in response to feedback from these meetings and comments posted by users.

4.3 Ideas Chosen for Implementation

After careful review and consideration, 11 ideas were sent to GSA's services and staff offices with the request that they act immediately to implement the idea or explain why that would not be feasible. The 11 ideas are categorized here and are explained more fully in the [Report on GSA Citizen Engagement Public Dialogue](#).

1. Provide location-based data for recent years with geo-mapping on each of the Federal building performance measures.
2. Display Accountability for Primes/Large Businesses Partnering with Small, with an online system for small businesses to share experiences with working with large companies.
3. Post how-to's and data on how long it takes to get on GSA schedules.
4. Link from CFDA to Grants.gov to find usable grants.
5. Make eBuy solicitations available to all vendors for perusal
6. Provide a way for companies, awarded a contract that has expired, to reapply under the same solicitation.
7. Develop a better GSA Advantage Search Engine so it provides "Google-like" results that help agencies locate services.
8. Create a NAICS Codes and GSA Schedules matrix or table that can be referred to that shows which GSA schedule solutions relate to which NAICS codes.
9. The government should set up "MyGov.gov" so that citizens can make a personal profile, and ONLY get email-notices about the things that are important to them.
10. GSA should add more records to Data.gov from their public-facing websites, both on and off .gov networks.
11. Share contracting information across all Regions -1102 community as well as other communities aren't connected across the GSA Regions.

GSA is evaluating the ideas received from the public and is prioritizing these ideas to determine which ones to implement first.

GSA's Response to Catalog of Federal Domestic Assistance Linking Idea. GSA's Office of Acquisition Systems responded to idea number 4. Link from CFDA to Grants.gov to find usable grants, which noted:

“there needs to be a way to go from the CFDA (Catalog of Federal Domestic Assistance) and Grants.gov. When you find a usable grant on the catalog you have to exit and then weed through all the grants on grants.gov or browse through the agency grants only to find out the grant has been closed. If there was a link to grants.gov for a particular grant then it would cut down on the frustration and disappointment of finding an outdated grant.”

In response to this idea, GSA is working directly with the CFDA agency users and customers to expand access and functionality to other Federal web sites and systems that support the grants process. The Catalog of Federal Domestic Assistance (CFDA) Program Management Office (PMO) makes system enhancements based on feedback from the CFDA user community, and with the approval of the Office of Management and Budget. The current capabilities of the CFDA System and web site are reflective of functionality that users have requested to improve their experience and productivity, and that were within the CFDA program budget.

This recommendation will be taken into consideration as the CFDA PMO works closely with its policy stakeholders in the Office of Federal Financial Management, Office of Management and Budget to develop new technical solutions for the CFDA System that will support ongoing policy efforts to streamline and improve the Federal grants process.

4.4 GSA’s Public Dialogue Results

Of the 446 votes cast, 24 were for one idea about transparency. The original idea suggested that GSA “should make it safe for federal workers to speak.” The commenter noted that agencies must create a safe environment so that the federal employees may point out inefficiencies and suggest improvements in the workplace. **Table 1** shows the five most popular ideas submitted on the opengsa.ideascale.com.

Shared Ideas Receiving the Most Votes	Votes
Internal Transparency: Make It SAFE for Govt. Workers to Speak.	24
GSA should live webcast all meetings.	22
Consolidate ideas across all agencies by topic or service area.	18
Focus on the voice of the visitor...not "voice of squeaky wheel".	13
Standard Tool of Measurement.	12

Table 1. Top Five Ideas from opengsa.ideascale.com

The ideas gathered during the open government engagement time period will be frozen and archived for all to see. GSA plans to continue using the open government public engagement tool throughout GSA to gather public input. The Open Government Public Engagement Report is posted on the gsa.gov/open Web page (gsa.gov/open). **Figure 3** shows the status of ideas submitted during the public dialogue open period.

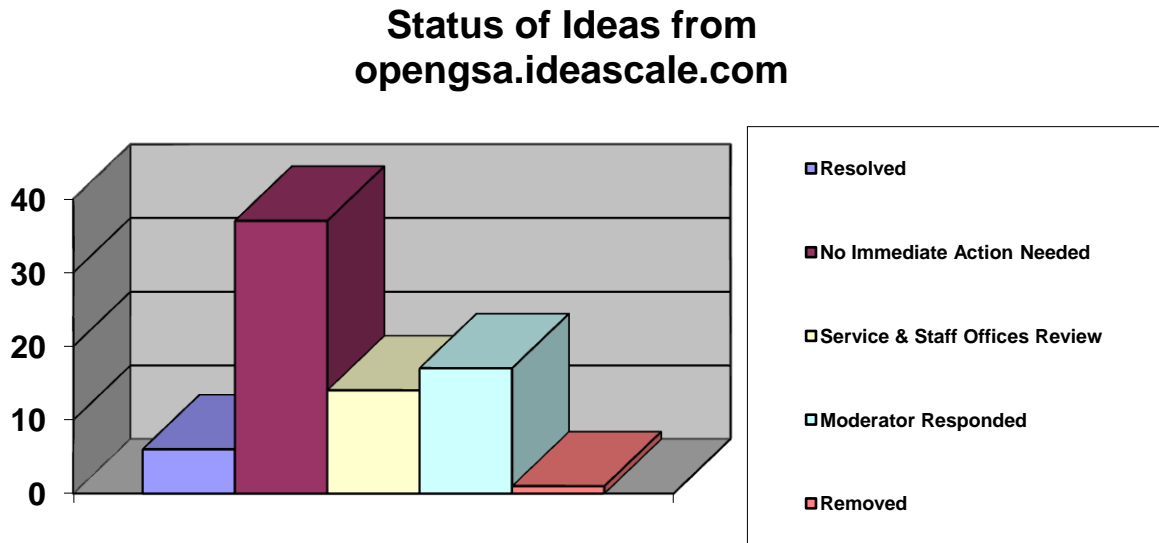


Figure 3. Status of ideas from opengsa.ideascale.com

Idea	Status
Resolved	6
No Immediate Action Needed	37
Service & Staff Offices Review	14
Moderator Responded	17
Removed	1

4.5 GSA’s Open Government Mailbox

GSA’s mailbox Open.Government@gsa.gov has been open for suggestions on our open government plan and initiatives since the plan was published on April 7, 2010. Emails considered actionable were forwarded to the appropriate GSA offices. GSA is committed to incorporating relevant and useful ideas received from the public. We will continue to respond to public feedback on a regular basis.

5. TRANSPARENCY

GSA plays a central role as the provider of goods and services to federal agencies and has many opportunities and incentives to disseminate information to industry and government partners. As one of the first agencies to use the Internet for mission functions, we launched [GSA Advantage!™](#), more than 12 years ago to provide the public with information on contracts and pricing. We also launched FirstGov.gov (now USA.gov) in September of 2000 to facilitate public access to federal information.

In this section we provide information about GSA's:

- Strategic Action Plan for Transparency;
- Methods for Informing the Public about Our Business;
- Information Policies;
- Governmentwide Leadership and Support of Transparency Initiatives;
- Compliance with Transparency Initiatives; and
- Mission Operations Supporting Transparency.

GSA.gov Launches Google Search

You can now Google on [gsa.gov](#). The Office of the Chief Information Officer has integrated Google search capabilities into GSA's Web site. The new search engine is actually a GSA-owned version of Google's flagship product, which brings key benefits to our site and our customers' experience. Searchers on [www.gsa.gov](#) will experience the superior speed and quality of Google's search results. A particularly exciting feature is Google's ability to learn what search results people favor and elevate the most popular choices to the top of the list. GSA's Google implementation keeps the key features of its predecessor, such as recommended search results, GSA Advantage search results, advanced search, and the option to search other GSA sites.

5.1 Strategic Action Plan for Transparency

GSA's Office of the Chief Information Officer oversees the Open Government Strategic Action Plan for Transparency. The plan delineates our data management governance, the process for collecting information, and the timing and content of information that will be published on Data.gov. Working with the Senior Accountable Official for quality of federal spending information, our information and data quality policies and guidance will evolve to ensure alignment to the Open Government Data Quality Framework. The Strategic Action Plan for Transparency is included as Appendix 3.

5.2 Methods for Informing the Public about Our Business

GSA proactively and comprehensively elevates the profile of the agency, its products, initiatives and the work under way by its 12,000 employees nationwide to GSA's customers, employees, and the American public. As part of its commitment to a transparent, participative and collaborative government, the agency has already taken many steps to inform and collaborate with the public about agency operations and information, and continues to add new capabilities.

In 2010 and beyond, GSA's leadership role in promoting sustainability across government and its key role in enabling open government will be key drivers of the agency's communications efforts. In recent months, GSA Administrator Martha Johnson has articulated a major goal for GSA to achieve a Zero Environmental Footprint, leading the federal government toward a clean energy future.

GSA utilizes a robust multi-channel approach to communicate its business activities and initiatives, products, and the work under way by its employees to the American public and key stakeholders. These include traditional media, and even more importantly, Web 2.0 and new (social) media avenues.

GSA's Open Government Communications Plan is included as Appendix 1. The Communications Plan includes information about GSA's websites, new media and traditional media, and key milestones for events to make the agency's activities more transparent.

GSA acknowledges that not all open government activities fit into a neat rubric with identifiable target dates. Our plan also includes global ongoing strategies designed to effectively and consistently inform the public about our business. GSA plans to continue using the following key activities and print and electronic media to communicate with the public.

Key Activities to Promote Open Government

- Have leadership highlight benefits of open government in speeches and public interactions.
- Find and feature success stories on a frequent and consistent basis, where publication of high-value data sets led to creation of a product or service that benefits citizens.
- Feature open government stories and accomplishments on GSA Web pages.
- Use new media to drive stakeholders to open government Web pages.
- Issue news announcements through multiple channels explaining results or perspectives from open government activities.
- Pitch success stories to media, offer interviews with subject experts.

Catalogs, Publications, Newsletters, and Email Notifications.

- Catalogs and Publications
 - GSA publishes a wealth of information for government agencies, employees, vendors and citizens. [Learn how to request GSA catalogs and publications](#)
- Newsletters
 - GSA's print and electronic newsletters contain information about business, policy and Regions. [List of GSA Newsletters](#)
- Email Notifications
 - GSA offers a variety of opportunities for the public to sign up for email notifications to receive alerts and information. [List of Email Sign-ups.](#)

5.3 GSA's Open Government Webpage

GSA's Open Government Webpage. GSA's open government Web page provides information about the agency's current and ongoing initiatives and invites the public to share ideas. The page is updated regularly with information about new data sets, and other new Open Government activities. **Figure 4** highlights the features of the www.gsa.gov/open Web page.

The screenshot shows the GSA's Open Government Webpage with several callout boxes highlighting key features:

- Find out more about GSA's programs and services.** (Callout pointing to the top navigation bar)
- We need your input! Read GSA's Open Government Plan and submit comments to us.** (Callout pointing to the 'New Tool Helps GSA Solicit Public Input' section)
- View GSA's High Value Datasets available on Data.gov** (Callout pointing to the 'High Value Datasets' section)
- Contact us at OpenGovernment.gsa.gov** (Callout pointing to the 'How to Reach Us' section)
- Learn more about Open Government Policy** (Callout pointing to the 'Open Government Policy and Related Information' section)
- OpenGov Highlights** (Callout pointing to the 'OpenGov Highlights' section)
- We Need Your Input** (Callout pointing to the 'Participation' section)
- GSA's Open Government Highlights.** (Callout pointing to the 'GSA's Open Government Highlights' section)

Figure 4. Features of gsa.gov/open Webpage

5.4 Information Policies

Data Quality. In support of the Open Government Directive, GSA developed and submitted an *Initial Information and Data Quality Plan* to the Office of Management and Budget. The Data Quality Plan describes our current processes and begins to identify planned improvements that will enable GSA to fully meet the goals of transparency and accountability. We have already initiated steps to improve our organizational structures, policies, processes, and systems to meet the three objectives of the Data Quality Framework for Federal spending: (1) effectiveness and efficiency of the operations producing and disseminating financial information; (2) reliability of the financial information reported; and (3) compliance with applicable laws and regulations. As we make progress toward implementing our planned improvements, our internal information quality control assessment processes will feed into our Performance Management Process to align resource decisions to our mission, strategic and operational goals, and objectives.

Our goals for information and data quality are straightforward:

1. Drive information quality improvement through focused leadership, accountability, and cooperative and collaborative stakeholder engagement
2. Incorporate the consideration of information needs and quality expectations into planning, performance, and resource decision-making processes
3. Strengthen workforce capabilities and sustain awareness of the importance of quality information through training, collaboration, and communication

GSA is in the process of developing the immediate next steps and long-term actions to improve the quality of our data. As we update our Data Quality Plan, these actions will be made more specific, measurable, and time-limited, with clear leadership and accountability assigned to ensure progress toward desired results.

In-process and planned actions include, but are not limited to, the following:

- Create an intra-agency enterprise information management team to collaborate on improvement solutions and ensure open communications about problems, progress, and priorities
- Establish data quality measures and targets and tie the metrics and monitoring into GSA operational processes
- Expand communications and training, particularly for acquisition activities and associated data
- Employ Lean Six Sigma and other quality improvement methods
- Implement improvements related to USASpending.gov such as further automation of the data submission process

This *Initial Information and Data Quality Plan* describes GSA's approach to implementing the Office of Management and Budget's Quality Framework and begins to identify the risks, challenges, and opportunities for improvement. We recognize that this is not a short-term, one-time effort; rather, a persistent and comprehensive focus is required. GSA is fully committed to providing information to our stakeholders, including

the American public that is valuable and trustworthy and facilitates innovation and collaboration.

Records Management. GSA meets records management requirements by ensuring that its employees follow the GSA Disposition Manual, the agency's internal Records Management Handbook. GSA identifies records using procedures included in Chapter 1 of the handbook. The chapter outlines records management responsibilities for GSA's program and administrative employees. GSA's offices also develop and maintain individual records maintenance plans and conduct annual reviews to ensure the plans are current and relevant. GSA's Records Management Handbook describes the delegation of responsibilities for implementing the records management program. The handbook also names specific responsibilities for designated records managers, including monitoring implementation of GSA's recordkeeping activities. Employees are required to adequately document their actions, maintain resulting records according to GSA's Records Disposition Plan, and carry out cutoff and disposition actions in the files in a timely manner. New offices, programs, or information systems must report to the Records Officer through the records management liaison network. The Records Officer works with the program manager or system to establish recordkeeping requirements, determine if an existing schedule covers the records, and if not, to develop such a schedule and submit to NARA for approval.

Records created by the General Services Administration and its services that are permanent and have been transferred to NARA may be found listed on NARA's website at the following links:

[Permanent Records of the General Services Administration](#) itself may be found under Record Group 269;

- [Public Buildings Service records](#) are available under RG 121;
- Federal Acquisition Service records are available through its predecessors,
 - The [Federal Acquisition Service](#), RG 137, and
 - Records of the [Information Resources Management Service, late Federal Telecommunications Service](#), RG 352
- Records of the former [Real Property Management Service](#), now a part of PBS, can be found in RG 291; and
- Records of defunct agencies from which GSA inherited responsibilities and records include:
 - the [Reconstruction Finance Corporation](#), RG 234, and
 - the [War Assets Administration](#), RG 270.

For more information about GSA's Records Management program, visit [Records Management](#).

Freedom of Information Act. GSA responds to FOIA requests within 20 working days and has a procedure in place to minimize backlog. GSA's staffing, processes, and system for handling FOIA requests ensure that all responsive, non-exempt information is provided to the requester. GSA also strives to make discretionary releases of information

that could be withheld. Staff members assess inquiries and coordinate with others in the agency to develop timely and thorough responses. A "grant" is an agency decision to disclose all records in full response to a FOIA request. In FY 2009, GSA reported 1306 full grants and 168 partial grants. The majority of denied requests were for contract information. GSA's backlog to date this year is 0. If a request becomes untimely, GSA contacts the requestor and completes the request in the shortest possible timeframe. GSA's Office of General Counsel counsels clients looking for ways to make government more transparent, participatory, and collaborative. GSA's attorneys are actively engaged with the open government working group and work with clients like the FOIA Office to discover new ways to proactively make information available to the public. GSA's attorneys also work with clients to satisfy security, privacy and other concerns. For more information about GSA's FOIA program, visit the [FOIA Open Government Webpage](#) and visit GSA's FOIA Reading Room to view the [FOIA Chief Information Officer Report](#).

Accessibility for Persons with Disabilities. GSA is responsible for meeting the statutory requirements of Section 508 of the Rehabilitation Act. The Section 508 law requires that federal agencies' electronic and information technology is accessible to persons with disabilities. GSA establishes and supports a governmentwide network of over 150 agency Section 508 coordinators, provides in-person and on-line training, and creates and manages on-line resources and help numbers. GSA's Section 508 tools, training and services are also available to state and local governments. GSA maintains two websites which provide Section 508 policy guidance, tools and resources: [Section508.gov](#) and [buyaccessible.gov](#). Both sites offer frequently asked questions (FAQs), a glossary, and training to all stakeholders, including Federal agency personnel, industry, web developers, advocacy groups and end users. For more information, visit [Section 508](#).

Congressional Requests. GSA's congressional liaisons respond to inquiries quickly and perform a variety of tasks that include preparing briefings for congressional hearings and handling all phone calls emails and written correspondence. For more information, visit [Congressional Requests](#).

Declassification. GSA obtains copies of classified National Security Information (NSI) documents from other Federal agencies or departments to complete its mission. GSA is only authorized to destroy classified documents or return them to the original creators for declassification. For more information, visit [Declassification](#).

Privacy. GSA's privacy policy is posted on the GSA website and explains the agency's privacy policies and practices as they apply to GSA employees, contractors, and clients. For more information, visit [Privacy](#).

5.5 GSA's Governmentwide Leadership and Support of the Administration's Transparency Initiatives

GSA works with the Office of Management and Budget to provide leadership and support for the following initiatives:

Data.gov. GSA launched Data.gov in coordination with the Office of Management and Budget on May 21, 2009. The Department of the Interior's and the Environmental Protection Agency's chief information officers serve as the co-leads for development and operations of Data.gov. GSA and OMB provide the main program support. Data.gov operates the Web site which serves as a public presence, and delivers data to support the government's commitment to transparency. Data.gov also makes additional data sources available that were not freely presented to the public in the past. To learn more, visit www.Data.gov.

USASpending.gov. GSA developed USASpending.gov in coordination with the Office of Management and Budget. The site was originally developed to meet the requirements of the Federal Funding Accountability and Transparency Act of 2006 (Transparency Act). The Web site's utility expanded to satisfy the administration's transparency goals. USASpending.gov is public-friendly and provides easy access to the expenditures and payments of government funds through contracts, grants, loans, and other mechanisms. This information can be searched and sorted by payee, location, and other designations. To learn more, visit www.USAspending.gov.

IT Dashboard. Developed as part of USASpending.gov, and in collaboration with the Office of Management and Budget, GSA established the IT Dashboard Web site to provide details about Federal Information Technology investments. Collectively, the dashboard tracks more than 7,000 investments worth approximately \$74 billion. To learn more, visit <http://it.usaspending.gov/>.

RegInfo.gov. RegInfo.gov is a public Web site, operated and maintained by GSA's Regulatory Information Service Center in cooperation with OMB's Office of Information and Regulatory Affairs. The Web site serves as the official site for publishing the semiannual unified regulatory agenda and the annual regulatory plan which offer the public the most comprehensive information about upcoming regulatory actions. To learn more, visit www.RegInfo.gov.

5.6 Compliance with the Administration's Transparency Initiatives

Agencies are required to submit information about their data, spending, investments and Recovery Act activities to specific transparency initiatives. The following sections include information about GSA's compliance with reporting requirements for each initiative.

Data.gov. GSA provides extensive information on Data.gov. As the collection point for federal information, GSA has a structured review process with a checklist designed to ensure that the agency follows quality guidelines and that attention is given to potential risk areas before any data set is released. Each GSA program office is responsible for determining which data sets and tools are suitable to be posted on Data.gov. <http://www.data.gov/>



IT Dashboard. GSA coordinates the collection of information used to update OMB's IT Dashboard. Collecting data is part of GSA's monthly control review process, when each of our major IT investments updates their cost/schedule progress. During the quarterly control review process, GSA gathers performance results, risk management updates, security status, and related information. GSA captures the relevant information for each major IT investment using the multiagency Electronic Capital Planning and



Investment Control tool. The tool ensures that the IT dashboard updates are consistent with data reported to OMB. IT dashboard submissions are controlled within GSA, and monthly data is reviewed before it is submitted. Results that might affect IT dashboard ratings are presented to the Chief Information Officer for concurrence and direction before they are posted. GSA's IT Executive Council reviews the status of the investments regularly.

<http://it.usaspending.gov/>

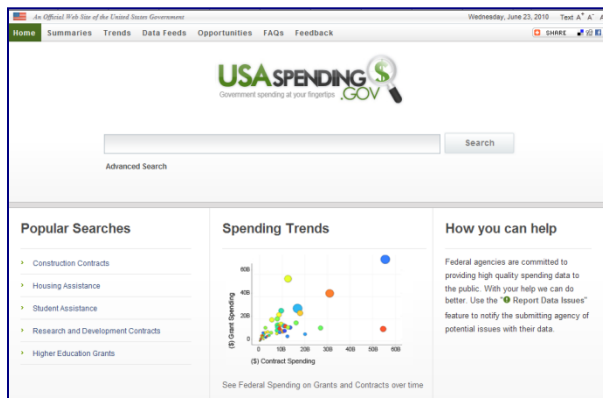
Recovery.gov. Recovery.gov is the government's official website providing easy access to data related to Recovery Act spending. The site provides the public with user-friendly tools to track Recovery funds. These tools, in the form of charts, graphs, and maps, display information about Recovery projects across the nation. GSA has established a comprehensive internal program to review performance results; identify, mitigate, and manage risk; and maintain accountability for achieving the objectives of the Recovery Act. For example, GSA has established a Recovery Program Management Office and issued a Recovery Act Financial Codes Handbook, specifically developed as a reference for coding accounting and budgeting documents and records related to the Recovery Act. GSA collects, compiles, and reviews Recovery Act data and information for completeness and accuracy, and disseminates data on a weekly basis to Recovery.gov.

<http://www.recovery.gov>



USAspending.gov. The Federal Funding Accountability and Transparency Act of 2006, also called the Transparency Act, requires a single, searchable Web site, accessible to the public for free, that includes information about federal awards. The Web site includes information about government expenditures and payments made through contracts, grants, loans and other methods. GSA reports contracts, charge card, and information technology spending information to USAspending.gov. GSA's data is largely submitted from two sources: the Federal Procurement Data System and the SmartPay® program,

both managed by GSA. In accordance with Transparency Act requirements and acquisition regulations, GSA's organizations enter contract data into the Federal Procurement Data System periodically. The GSA SmartPay® 2 Program provides charge cards to U.S. government agencies and departments, as well as tribal governments, through master contracts that are negotiated with major national banks. GSA's Office of Charge Card Management (OCCM)



currently receives charge card data provided by the banks and submits this data to USAspending.gov each month. GSA submits its own data as well as data for other Federal agencies. Data is displayed by agency as well as by business line (purchase, travel and fleet).

<http://usaspending.gov>

eRulemaking. GSA’s process for complying with the eRulemaking initiative is as follows: 1. Ensure Federal Register publications of advanced notices of proposed rules, proposed rules, interim rules, final rules, information collection notices, and general notices are available for viewing and commenting on the regulations.gov website; 2. Invite the public to visit regulations.gov and submit comments to advanced notices of proposed rules, proposed rules, interim rules, and information collections. On occasion comments are requested for general notices; 3. Respondents submit comments via the regulations.gov website, or FAX and mail; 4. All comments received are posted on regulations.gov for viewing; and 5. Comments are reviewed and responded to in subsequent rules or notices.



GSA’s rules and information collection notices are published in the Federal Register and are available for viewing and commenting via the regulations.gov website. Members of the public, including the private sector, State, local and tribal governments and individual households can submit

comments to GSA via regulations.gov, FAX, or mail. Regulation Identifier Number (RIN) numbers are assigned to all GSA rules. Federal Register rules and notices are also available for viewing at GSA’s websites, the Office of the Federal Register’s website, or the Office of Management and Budget’s website, www.reginfo.gov. GSA’s Acquisition News listserv informs subscribers of publications related to the Federal Acquisition Regulation (FAR), the General Services Administration Regulation (GSAR) and the General Services Acquisition Manual (GSAM).

<http://www.regulations.gov/search/Regs/home.html#home>

5.7 Transparency - GSA’s Mission Operations

Civilian Board of Contract Appeals: Use of Open Government Principles to Conduct Dispute Resolution. GSA’s Civilian Board of Contract Appeals is a quasi-judicial tribunal whose mission is to resolve disputes arising out of contracts between government contractors and most executive agencies. The Board also makes alternative dispute resolution services available to all executive agencies for contract-related matters.

In addition, the Board resolves disputes between insurance companies and the Department of Agriculture’s Risk Management Agency involving Federal Crop Insurance Corporation actions, and disputes involving grants and contracts under the Indian Self-Determination and Education Assistance Act. The Board arbitrates disputes between applicants and the Federal Emergency Management Agency involving funding for public assistance applications arising from damage by Hurricanes Katrina and Rita.

The board also hears and decides requests for review of transportation rate determinations and claims by federal civilian employees regarding travel and relocation expenses.

The Board is best able to resolve disputes inexpensively, impartially, and expeditiously by facilitating participation and collaboration by all parties involved in a case. Specifically, the Board conducts its mission using transparency by:

1. Publishing information on its Web page, <http://www.cbca.gsa.gov/>, about its rules of procedure, decisions in cases, and alternative dispute resolution services;
2. Making the record of proceedings in a case (except for any material subject to a protective order or deemed a private submission) available for public inspection;
3. Making a copy of the record (except for protected or private submissions) publicly available by placing a request through the Office of the Clerk of the Board; and
4. Requesting public comment, through publication in the Federal Register, on all substantive changes to the Board's rules of procedure.

Office of Civil Rights: GSA's Civil Rights Programs. The Office of Civil Rights (OCR) fully supports transparency in all its programs. Training and outreach are key elements used to make each program transparent and accessible to the public, and OCR seeks to leverage Internet technology to reach its constituents.

In OCR's Equal Employment Opportunity Program, the public may access www.gsa.gov to view GSA's equal employment opportunity (EEO) complaint data pursuant to the Notification and Federal Employee Antidiscrimination and Retaliation Act, also known as the [No FEAR Act](#) of 2002. The data is accessible on GSA's Web site and with a simple [click](#), the public can access and download extensive multiyear data.

GSA's Web site also provides extensive information about OCR's other programs - the [Nondiscrimination in Federally Conducted Programs and Activities Program](#) and the [Nondiscrimination in Federally Assisted Programs and Activities Program](#). With respect to Federally conducted programs and activities, GSA is in direct contact with the public, while Federally assisted programs and activities, concerns how GSA's recipients of Federal financial assistance work with the public. GSA administers laws and regulations for its federally conducted programs and administers two major federal assistance programs. With respect to each program, OCR conducts extensive training efforts on civil rights matters through both in person and web-based mediums.

An interactive Civil Rights compliance database is accessible to stakeholders which includes state agencies for surplus property and recipients of Federal surplus property (such as state, county and municipal governments as well as nonprofit and educational institutions). The database stores program and compliance information, provides training, and enables simple compliance with the law.

For more information about GSA's civil rights programs, statutes, regulations and policies, visit OCR's online [Civil Rights Library](#).

Federal Acquisition Service: Transparency Tools and Forums. The following transparency tools and forums are used to conduct mission operations.

- GSA Advantage! is an online shopping and ordering system that allows federal, state, and local customers to find, compare and purchase millions of products and services from thousands of approved vendors.
- [Federal Procurement Data System-Next Generation](#) and [USAspending.gov](#) make government contract award data available and searchable. Acquisition requests for quotes and proposals are also posted on [FedBizOpps](#) to encourage fair and open competition.
- [GSAXcess®](#), a totally Web-enabled platform, allows eligible agencies to report, search, transfer, and order excess personal property. This helps agencies to avoid the cost of acquiring the same or like items in new procurements. For example, the [Computers for Learning](#) program enables schools and educational nonprofit organizations to obtain excess computer equipment from federal agencies using the GSAXcess system.
- FAS' carbon footprint tool can be used by government agencies to complete their comprehensive greenhouse gas emissions inventory as required by Executive Order 13514.
- GSA provides Apps.gov, an online source for cloud computing applications designed for federal agencies. Cloud computing provides information technology capabilities that are offered as a service over the Internet to multiple users. Many users share pooled IT resources, which reduces costs and results in greater computing efficiency. The federal government is focusing on security, privacy, and procurement as it moves toward cloud computing.

6. PARTICIPATION

Participation enhances policy decisions and services by welcoming the input of the American public. GSA fosters participation by implementing programs that engage the public in its operations. GSA's efforts to increase participation extend beyond our agency, and we actively reach out to the public using tools such as Facebook, Twitter and YouTube to engage the public where they are. The tools and programs implemented by GSA help federal agencies engage with the public to spur more active participation in government and help agencies better meet their missions.

GSA's Office of General Counsel drafted the initial internal policy dealing with blogs. This was later updated through a collaborative effort of many GSA offices led by the Chief Information Officer (CIO). The current policy and guidance documents apply to all social media. These documents guide the use of the emerging technologies by GSA employees that make government more engaging and participatory. As a result, GSA's use of blogs, video sharing websites, collaboration tools, and other social media are in accordance with a wide range of requirements that govern a federal agency's conduct. These conduct requirements include Section 508 of the Rehabilitation Act, the Federal Advisory Committee Act, the Federal Records Act, and the Privacy Act. GSA's internal social media policies were the direct result of efforts by General Counsel and were among the first issued by any federal agency. These groundbreaking efforts led directly to GSA's ability to successfully utilize a variety of social media tools and engage the public as never before. These policies have served as models for other agencies undertaking similar activities and drafting their own guidance documents.

In this section we provide information about GSA's:

- Governmentwide Public Engagement Initiatives;
- Employees Engaging the Public in Mission Operations;
- Employee Training and Engagement Tools;
- Mission Operations Supporting Public Participation; and
- Changes to Internal Management and Administrative Policies.

6.1 GSA's Governmentwide Public Engagement Initiatives

Federal Acquisition Regulation. Updating the Federal Acquisition Regulation (FAR) is an ongoing process that involves pinpointing the regulations that need to be changed, revising the language of the regulation and publishing a proposed rule. The public is then

The screenshot shows the 'Federal Acquisition Regulation (FAR)' website. At the top, there are two buttons for 'FAR Release 2005 - PDF VOL 1' and 'FAR Release 2005 - PDF VOL 2'. Below this is a note: 'All PDF Files Require Adobe Acrobat 7.0'. The main content is divided into two columns. The left column is titled 'Current FAR' and includes 'Includes Amendments from FAC 2005-40 Effective April 22, 2010'. It lists various formats: HTML Format, PDF Format, FrameMaker - Zipped, FAR Matrix - HTML, FAR Matrix - PDF, FAR Index - PDF, and Appendix. Below this is a section for 'FAR Documents' with links for Proposed Rules and Public Comments. The right column is titled 'FAR Reference' and includes links for FAR (Archived) - HTML, FAR (Archived) - PDF, GSA Forms Library, FAR - Zipped, and Search the FAR. Below this is a section for 'Other Information' with links for Subscribe to Acquisition News, Frequently Asked Questions, Authority of the FAR, FAR Drafting Guide, and GSAM.

invited to submit comments on the proposed rule within a limited time period. The final rule is published in the Federal register. GSA is responsible for Federal regulations covering Acquisition, Management and Travel, all of which are posted to Regulations.gov to expand collaboration during the public comment period. Involving the public in the rulemaking process is a prime example of participation at work in the federal government.

<http://www.gsa.gov/far>

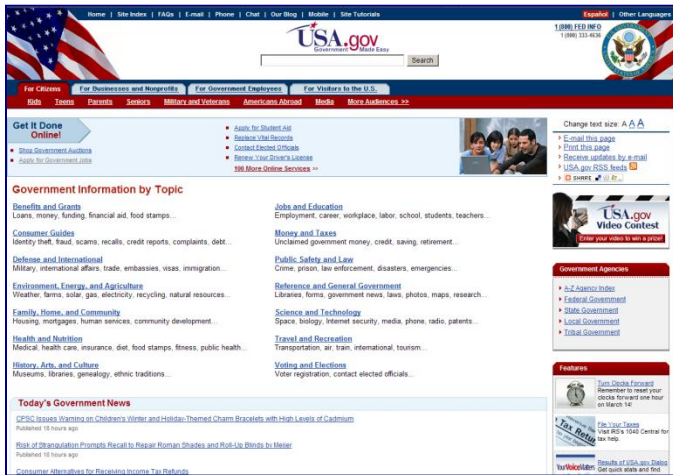
Federal Advisory Committee Act.

With the expertise from advisory committee members, federal officials and the nation have access to information and advice on a broad range of issues affecting federal policies and programs. The public, in return, has an opportunity to participate actively in the federal government's decision-making process. Each federal agency that sponsors advisory committees must follow the requirements established by the Federal Advisory Committee Act (FACA) and administrative guidelines provided by GSA's Committee Management Secretariat. GSA has been responsible for Federal Advisory Committee Act oversight since 1977. Seeking the advice and assistance of our public has long been recognized as an effective way to engage the public.

<http://www.gsa.gov/faca>

The screenshot shows the GSA website page for the 'Federal Advisory Committee Act (FACA) Management Overview'. The page is part of the 'U.S. General Services Administration' website. It features a navigation bar with links for 'WHAT GSA OFFERS', 'BUSINESS & SMALL BUSINESS', 'Products & Services', 'Policy & Regulation', 'DOING BUSINESS WITH GSA', 'LEARN MORE', 'Participating Programs', 'Final Estate Services', 'How to Help', 'About GSA', and 'Newsroom'. The main content area is titled 'Federal Advisory Committee Act (FACA) Management Overview' and includes a table of contents with links for Overview, Advice and Guidance, Legislation and Regulations, Performance Measurement, and FACA Internal Management System. The 'Overview' section provides a summary of the act and its purpose, followed by a 'Background' section detailing the history of the act. The page also includes a 'CONTACTS' section for the Committee Management Secretariat and a 'RELATED GSA TOPICS' section for FACA Shared Management System. The page is marked as 'Printer Friendly format' and 'Last Reviewed 11/19/2009'.

USA.gov. FirstGov, now USA.gov, became part of the GSA Office of Citizen Services and Communications in 2002. USA.gov is the official Web portal of the federal government and had more than 126 million visitors last year. The Web site gives the



public free online access to federal, state, local, territorial, and tribal government information. USA.gov has a Spanish-language version, GobiernoUSA.gov. Both sites offer options for emailing or launching live Web chats. In fiscal year 2009, GSA answered 85,000 e-mails and held 20,000 Web chat sessions through USA.gov.

<http://www.usa.gov/>

Open Government Citizen Engagement Tool.

GSA created and managed a government-wide implementation of IdeaScale which allowed federal agencies to conduct dialogues with then public to solicit ideas when creating their Open Government Plans. GSA ensured that the application was secure and that all policy waivers and approvals were received. GSA trained moderators from 24 federal agencies at no cost. As a results, 23 agencies used the IdeaScale tool to solicit input from the public to create their Open Government Plans. GSA's out-of-pocket cost of this major public-facing initiative totaled about \$10,000. The benefits of a government-wide solution was significantly less cost to the government as well as minimal time to receive the policy approvals and waivers since they were completed once for all agencies. in addition, GSA was able to train the moderators at no cost to them. The benefit to the public was the consistency that they experienced as a user if they wanted to provide input to multiple agencies plans. GSA's Open Government page, www.gsa.gov/open used the public engagement tool to create an online conversation where the public submitted input about the agency's Open Government Plan.

GSA's Tools Encourage Citizen Participation

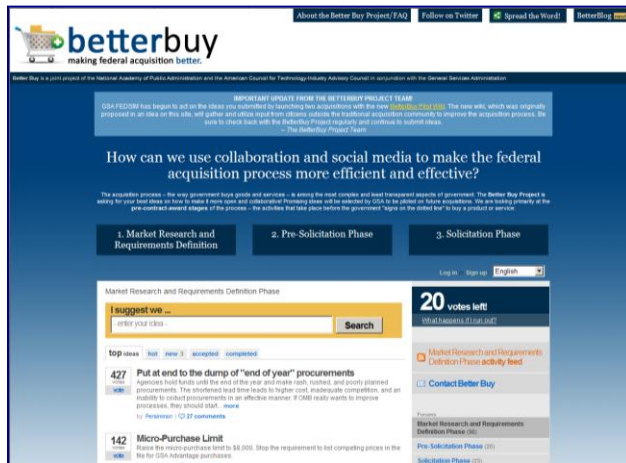
Users want the ability to be able to search across all government websites at once. One participant in the Your Voice Matters dialog stated, "Simple. Make it Simple. Example: When looking for a small business grant, I should be able just type in (Small Business Grants), and then perhaps a link to the type of industry (Food and Beverage), then it takes me to the application form that I need to apply for such. Simplify for the 'normal' working class, tax paying citizen." [Your Voice Matters Blog](#)

<http://opengsa.ideascale.com/>



Better Buy Project Pilots Wiki. The dialogue is open for comments on the Better Buy Project, a joint initiative of the National Academy of Public Administration, the American Council for Technology-Industry Advisory Council, and GSA. GSA’s Federal Acquisition Service, Office of Assisted Acquisition Services Federal Systems Integration and Management Center is piloting two acquisitions using ideas generated through the Better Buy Project. The Better Buy project is an online public dialogue that solicits

advice on ways to use collaborative technology to improve federal government acquisition. During the first phase of the project, GSA sought input on a requirement to provide a data repository for Data.gov.



During the second phase of the BetterBuy Pilots called "Clearpath", GSA sought input on the technical infrastructure for Clearpath hosting, and is developing the approach for future acquisition. This exercise was

designed to test how we can use collaboration and social media to make the federal acquisition process more efficient and effective.

GSA also solicited industry input into the acquisition planning process during a third phase, called “Enterprise Email & Collaboration Services”. This phase allowed vendors to discuss the pros and cons of different contractual strategies. As a separate activity, GSA also piloted the use of Twitter for status updates on procurement activity. This is an ongoing pilot. Thus far, GSA has received positive feedback from industry on the approach. Our Conclusion includes more information the results of the wiki and how GSA addressed the challenge to improve the acquisition process. GSA is testing this wiki, along with a new twitter account to update our status during phases of the project. <http://www.betterbuyproject.com>

6.2 GSA Employees Engage the Public in Mission Operations

GSA is creating a culture and infrastructure that will engage employees and encourage public participation. GSA operates a number of websites where employees can perform functions that promote transparency, seek opportunities to increase public engagement, and collaborate with others across and outside of the government. One of these sites is <http://www.facebook.com/USA.gov>. On this page, anyone with a facebook account can become a USA.gov fan and post questions or ideas that a USA.gov representative will answer. This leads to open dialogue between federal employees and the public. Another facebook page specifically for GSA is available at <http://www.facebook.com/GSA>.



At <http://www.youtube.com/USGovernment>, Federal employees can also engage with the public. GSA uses this website to offer a video contest to engage the public. The website includes information that allows anyone to learn more about the U.S. Government as a whole, or YouTube channels with information about specific agencies. These sites are available to the government because of a Terms of Service Agreement negotiated by GSA. The Terms of Service Agreements allow GSA and all federal agencies to use available public sites such as MySpace, Wikispaces, and Bing to engage both employees and the public online. A full list of the negotiated Terms of Service agreements is available at https://forum.webcontent.gov/?page=TOS_agreements. The pre-negotiated agreements, which address most of the common concerns of agencies using social media, are posted on GSA's online cloud storefront at www.Apps.gov.

Your Voice Matters. To promote a more public-centered government, GSA's Office of Citizen Services recently launched "Your Voice Matters." USA.gov's new online forum will connect the government with the public through dialogues on important issues that affect their lives. Your Voice Matters asked the public to share ideas and vote about how to improve USA.gov from December 2, 2009 through January 15, 2010. The conversation revolved around five main topics: frequently accessed services; using a personal account; finding answers from the government; what you think about USA.gov and the dialog tool itself. Most of the 290 posted comments focused on USA.gov's content, search functionality, and the look and feel of the website.

<http://blog.citizen.apps.gov/yourvoicematters/>



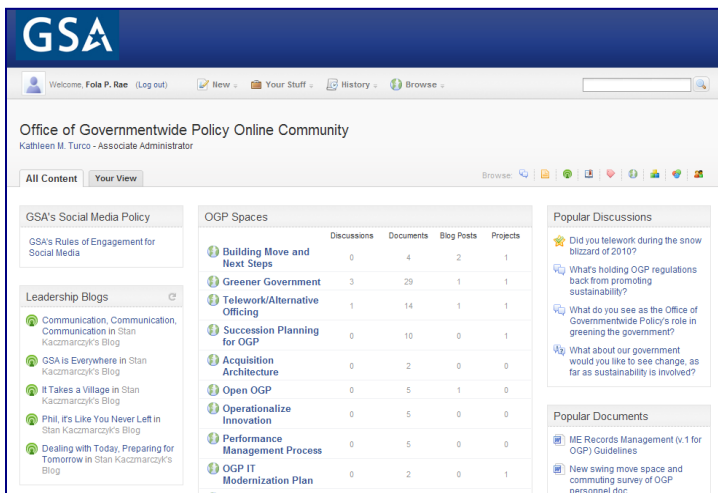
6.3 GSA’s Employee Training and Engagement Tools Support Mission Operations

Web 2.0 Tools and Training. The future of new media is promising as employees integrate the use of Web 2.0 tools into their daily tasks. GSA’s Office of the Chief Information Officer (OCIO) plans to collaborate with other internal GSA offices to harness the power of these Web 2.0 tools and use them in the most strategic ways.

Web 2.0 tools and associated thinking will continue to be more widely used and embedded in GSA work in the next few years. The OCIO is collaborating with the Office of Citizen Services and Communication (OCSC) in efforts to make sure GSA uses the power of Web 2.0 in the most strategic manner possible. Web 2.0 tools like wikis, blogs, and document sharing are second-nature to many employees, and their use has quickly become integrated into our jobs. Making sure that GSA uses these valuable assets, then, is the business challenge OCIO has been tackling.

The OCIO recently wrapped up six-months’ research and conversation on New Media and GSA. One outcome is the “New Media Awareness Training” module now available to employees through GSA’s Online University. The module lets employees review the existing rules for communications and helps them to think about how they apply to what appears on sites like Facebook and Twitter. GSA’s internal policy encourages the use of social media technologies to enhance communication, collaboration, and information exchange in support of our mission.

Jive Employee Engagement Online Community. GSA’s Office of Governmentwide Policy is implementing an online community site. The site provides an ongoing context for knowledge exchange that promises to be far more effective than shared drives, e-mail, and memoranda. This online community allows the Office of Governmentwide Policy to move from knowledge sharing to collective knowledge and provides access to available social capital. The community also turns training into a continuous process that is not divorced from normal business processes and creates a community memory for group deliberation and brainstorming that captures ideas and improves search capability. The



Office of Governmentwide policy will collaborate with other GSA offices to continue building the community and to determine current and future needs as well as group workflows for information. Internal collaboration among GSA offices will focus on automating and sharing information within a space.

6.4 Participation - GSA's Mission Operations

Public Buildings Service: Department of Homeland Security Headquarters Project at St. Elizabeths Encourages Participation with Members of Local Community. The new Department of Homeland Security headquarters campus at St. Elizabeths is the largest project ever undertaken by GSA, and the largest federal construction in the Washington metro area since the Pentagon during World War II. When complete, the campus will include 4.5 million square feet of space, plus structured parking to house up to 14,000 Homeland Security employees. The American Recovery and Reinvestment Act covered well over half of the cost to complete the project.

The site for headquarters is located in Ward 8 of the District of Columbia, south of the Anacostia River, a neighborhood with high poverty and unemployment. GSA made extensive efforts to reach out to the Ward 8 community to ensure that residents were aware of the project and would be ready to apply for jobs and subcontracts during the construction process. Our outreach included more than 50 meetings, hearings, and training labs. Twenty-one meetings were held with the advisory neighborhood commissions that serve the area. GSA met with the campus' neighbor, the Barry Farms Resident Council, and with the Anacostia Coordinating Council and Ward 8 Business Council. Six public hearings and a town hall meeting sponsored by U.S. Rep. Eleanor Holmes Norton of Washington were also held.

Construction of the campus is projected to generate more than 30,000 jobs, both directly and indirectly. At peak construction of the campus, the project will require about 1,000 workers and 100 subcontractors. GSA provided five days of training for small businesses and another session on the general topic of doing business with GSA. We conducted training labs that were open to any potential subcontractor. The labs offered advice on how small firms could position themselves to do business with the federal government, both at St. Elizabeths and on other federal projects.

GSA is committed to selecting small businesses. Of the first \$13 million we spent at St. Elizabeths to stabilize, maintain, and provide security for the site, all of the firms selected were businesses that were at least 51 percent owned, controlled, managed, and operated on a daily basis by one or more socially and economically disadvantaged people. Another such firm was selected to demolish the warehouse site where the Coast Guard building will be located, and other such firms continue to work on site. We established a preapprenticeship training program to provide as many opportunities as possible, and we will also require the contractor to establish an apprenticeship program. The American Federation of Labor and Congress of Industrial Organizations, better known as the AFL-CIO, runs a preapprenticeship program and conducts six-week training classes to help people apply for and retain meaningful jobs.

GSA's Public Buildings Service Commissioner Bob Peck and Rep. Holmes Norton spoke at the first graduation ceremony for a class of 20 on Dec. 14, 2009. The contractor's apprenticeship program is also under way. To facilitate these efforts, the contractor

established an Opportunities Center on the west campus. This large facility, consisting of four double-wide trailers joined together, is used to provide information about project employment and training opportunities for individuals and companies. The trailer is staffed, and consists of an information kiosk, a conference room with capacity for 20, a computer lab, restroom, storage room, and break room. On-site contractors have access to the trailer to conduct training sessions, and government agencies can hold small business training sessions there. The AFL-CIO can also conduct its own preapprenticeship training programs.

Federal Acquisition Service: Participation Tools and Forums. FAS acquisition offices hold periodic quality partnership council meetings that bring agency acquisition professionals together with customer and industry communities to identify issues, discuss creative ways to resolve them, and foster common understanding.

6.5 Changes to Internal Management and Administrative Policies

GSA's leadership plans to regularly evaluate the effectiveness of management practices and policies based on guidance included in the Open Government Directive. To support GSA's efforts to open its operations to the public, GSA's Administrative Policy Division plans to publish any internal directive which is appropriate for public review and comment. Starting in July of 2010, GSA plans to start the process of reviewing directives to identify those that can be revised to incorporate open government principles.

GSA is comprised of several Services and Staff offices. Each office determines which directives will be issued for publication then submits them to the Administrative Policy Division for formatting and editorial review. The clearance process begins when the originator electronically sends the proposed directive to the appropriate services and staff office for comment. Once all internal comments are included or reconciled, the document is forwarded to the Administrative Policy Division. The office originating the directive will also be responsible for determining which directives are appropriate for distribution to the public.

GSA plans to post the directives selected for public review on the GSA.gov/Open website. The public will be allowed 14 days to submit comments on each directive. Directives which receive public comment will be forwarded to the originating office for review. If a comment is found to have merit, the comments will be included in the directive. After a final directive is developed, it will be posted on both the GSA.gov/Open website and on GSA's internal directives web page on InSite.

The screenshot shows the GSA InSite web application interface. At the top, there is a navigation bar with tabs for 'GSA InSite', 'STAFF DIRECTORY', 'OTHER IN-SITES', and 'COLLABORATION'. Below this is a secondary menu with links for 'HOME', 'ABOUT GSA', 'HR, PAY, & LEAVE', 'INFORMATION TECHNOLOGY', 'NEWS', 'PURCHASING AND PAYMENTS', 'REFERENCE & RESOURCES', 'SAFETY & SECURITY', 'TRAINING', and 'TRAVEL & RELOCATION'. The main content area is titled 'Directives' and includes a search bar with the text 'Search Directives' and a 'SEARCH' button. Below the search bar, there are several tabs for filtering directives: 'DIRECTIVES BY SUBJECT', 'DIRECTIVES BY FUNCTION', 'DIRECTIVES BY NUMBER', 'DIRECTIVES BY OFFICE', 'RECENT DIRECTIVES', and 'CANCELLED DIRECTIVES'. The 'DIRECTIVES BY SUBJECT' tab is selected, showing a list of subject categories under the heading 'All GSA Directives by Subject'. The categories listed are: Archives, Records, and Paperwork; Auditing; Automatic Data Processing; Civil Rights; Contracting and Procurement; Design and Construction; Emergency and Preparedness; Employee Performance and Utilization; Employment (General); Finance and Budget; and General.

The clearance process for an internal directive can take anywhere from a few weeks to several months. As such, creating a specific timeline for publishing internal directives and soliciting comments presents a challenge. In each case, GSA will add the public comment requirement to the clearance process for each directive and will publish directives as they become available. For more information, please contact Donald Jodrie at don.jodrie@gsa.gov.

Adding a review and comment period to GSA's internal clearance process for agency directives will increase opportunities for the public participation. The comment period will allow the public to participate in and provide feedback on our internal management and administrative policies.

7. COLLABORATION

As the agency charged with supporting federal agencies and their operations, GSA's collaboration role is unique. While participation involves GSA's work with the public, collaboration involves GSA's work with other government agencies. GSA provides superior workplaces, services, and products for all agencies at the best possible value. Because of its unique position, GSA has the opportunity to work closely with other agencies to seek innovative strategies as solutions to governmentwide challenges. These collaborative efforts help the government to conserve money and resources by presenting agencies with possible solutions to their problems.

The following provide information about GSA's:

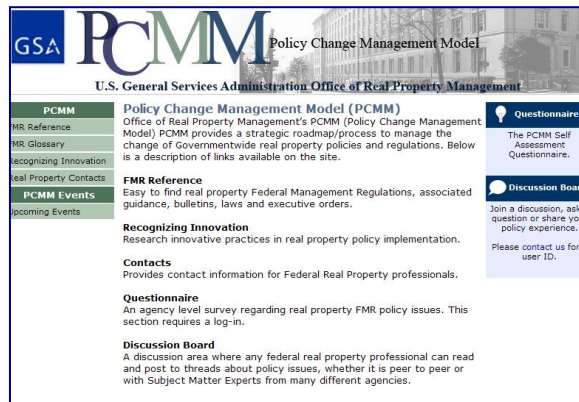
- Governmentwide collaboration;
- Collaboration across Levels of Government;
- Challenges and Prizes Increasing Collaboration; and
- Mission Operations Supporting Collaboration.

7.1 GSA's Governmentwide Collaboration

Policy Change Management Model.

Revising and developing federal real property regulations is an ongoing collaborative process that involves extensive interaction with other federal agencies. The Policy Change Management Model is an online, interactive tool that allows agency users to view regulations and legal authority, submit feedback, and ask questions using a discussion board. Subject-matter experts answer questions related to real property management and regulations.

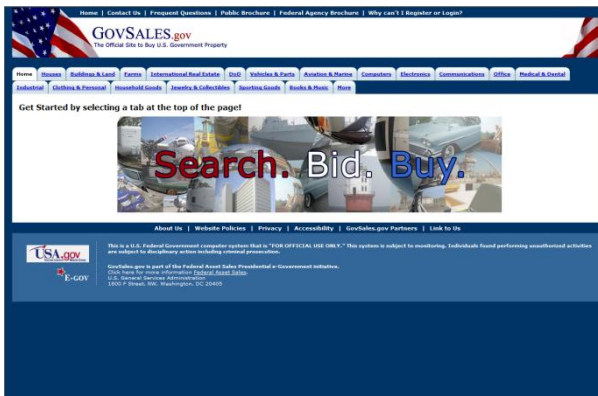
<https://pcmm.gov/>



Federal Management Councils. GSA provides funding to the Chief Acquisition Officers (CAO) Council, the Chief Financial Officers (CFO) Council, the Chief Information Officers (CIO) Council, the Performance Improvement Council and the Chief Human Capital Officers Council (CHCO). GSA also provides direct support to the Councils by providing primary technical and management services. Technical services include alerting Council members to emerging issues affecting functions within and across the management communities. Management services include providing financial, meeting and event, award programs, document, Web site, and listserv support. GSA’s support facilitates collaboration by helping the Councils to manage and overcome operational obstacles.



Electronic Federal Asset Sales and GovSales.gov. Electronic federal asset sales, also known as eFAS, is an e-government program to improve and optimize the way the federal government sells its personal and real property assets. The eFAS program focuses on the sales phase of asset life cycle management and offers significant benefits to



participating federal agencies and the public. Agencies transfer property to sales centers, and the public visits GovSales.gov to view the property available for sale. GovSales.gov is the one-stop shopping location for excess and surplus federal government property. The public accesses the Web site and browses items ranging from computers to jewelry. Before the portal was created, the government advertised

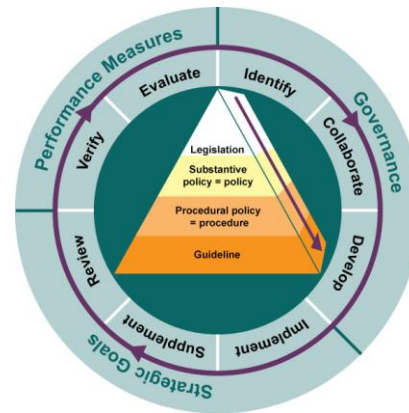
its property using more than 163 federal Web sites, and the public searched the Internet, newspapers, and other sources to find government property for sale. Now, all property is displayed in one location, at www.govsales.gov.

Integrated Search Capability. GSA’s Data.gov has partnered with Search.USA.gov to optimize the Data.gov website. GSA offers government search free to all agencies. Data.gov offers, for example, three searchable catalogs, a “Raw” Data Catalog, a Tool



Catalog and a Geodata Catalog. Users can now search across all three [Data.gov catalogs](http://Data.gov) to quickly find relevant results.

Policy Evaluation Report. GSA collaborates with federal agencies to develop and implement governmentwide policies. GSA develops policies to improve the federal government’s management in the areas of aircraft, mail, motor vehicles, personal property, relocation, transportation, and travel. GSA’s Center for Policy Evaluation evaluates implementation of governmentwide policy and the policy’s effectiveness at each federal agency level. GSA evaluates the adoption of best practices and innovative tools that enable federal managers to prudently manage their assets. These collaborative efforts help determine whether agencies can achieve the outcomes intended by these policies. The results of the governmentwide policy review are published in the Center for Policy Evaluation's governmentwide report, which is available at www.gsa.gov/cpe.



7.2 GSA’s Collaboration across Levels of Government

Building Services Collaborates Across State and Local Governments. GSA’s Public Buildings Service collaborates with state and local governments to execute its work. For example, GSA was tasked with building a U.S. Courthouse in Greenville, S.C., and collaborated with the city of Greenville to identify potential building issues. GSA also conducted a meeting and involved the public in the decision-making process. GSA similarly collaborated with the city of Miramar, town of Davie, and Broward County when commissioned to build a federal building in south Florida. When developing a soil risk assessment around a U.S. Courthouse in Mobile, Ala., GSA collaborated with the state to gain approval of its risk assessment. That approval also allowed GSA to further address groundwater contamination using risk assessment.

Communications Office Collaborates with State and Local Governments. GSA’s Office of Communication and Citizen Services and Communications maintains a close working relationship with state and local organizations.

GSA exchanges best practices in government procurement, stimulus spending, social media, and IT leadership with state and local governments. GSA serves as a conduit to state associations such as, the National Association of State Chief Information Officers (NASCIO), the National Association for State Procurement Officials (NASPO), and the National Association for State Budgeting Officials

GSA and Customs Ensure Smooth Border Crossing During Winter Olympics
 GSA's Northwest/Arctic Region and U.S. Customs and Border Protection worked closely with the Canada Border Services Agency and other regional authorities to ensure that those attending the Winter Olympics in Vancouver, British Columbia, quickly and efficiently passed through the western Washington border stations. According to a Washington State Department of Transportation report, from the opening to closing ceremonies nearly 200,000 vehicles crossed into Canada. The average time to cross was 10 minutes per vehicle.

(NASBO). GSA serves as the liaison with the states for the Federal Acquisition Services state and local working group. GSA also channels news about state and local use of GSA contracts. GSA's collaborations across levels of government also include:

- Working with NASCIO to inform their members of important federal programs, such as the federal Terms of Service for social media; compliance with the Recovery Act; the federal cloud computing initiative; and federal use of virtual environments.
- Conducting bi-monthly webinars for OMB officials, federal CIOs, and state and local government representatives to discuss policies and programs.
- Supporting a community of web content managers for states, the largest 100 cities, and others, by offering bi-monthly webinars about how to introduce them to GSA's web manager support, e.g., USA.gov, USASearch, GobiernoUSA.gov, www.webcontent.gov, Web Manager University, and social media.

7.3 GSA's Challenges and Prizes Increase Collaboration

Video Competition. USA.gov offered a \$2,500 prize to the person who submits the most creative video showing how the award-winning Web site has made life easier. Through April 2, the public could upload 30- to 90-second videos to USA.gov. The winning video will be one that shows the most creative, entertaining, or inspiring video. The videos will be showcased on YouTube for everyone to see. The contest is part of GSA's effort to have a more public-centered government that is transparent, participatory, and collaborative.



<http://www.usa.gov/contest/rules.shtml>

Meet the USA.gov Video Contest Winner! It's a victory for stay at home Dads everywhere! Peter Sullivan, of Nashville, TN, is the winner of the 2010 USA.gov Video Contest. While scrolling video contest websites, Sullivan thought the USA.gov video contest would be a great opportunity to incorporate his two kids and friends into a fun, creative project that could provide his family with a little extra cash.

His video, "Get Your Voice Heard," featuring a song he wrote himself, was chosen from over 30 other entries. "I thought the best way to explain what USA.gov does was to make up a funny story and a song that



would stick in people's heads,” Sullivan said. “If it was funny enough to be memorable, and could relay all the info about the website, and we could wrap it up in a catchy song, we could have a shot at winning.” And win he did. With the \$2,500 cash prize, Sullivan plans to pay off some bills. Working around his wife's schedule as an emergency medicine resident and his kids' naptimes, this full time dad has entered—and won a few other contests.

Challenges and Prizes to Promote Open Government. Agencies are encouraged to use challenges and prizes to promote open government. The proposed platform infrastructure will serve as a tool for agencies to submit challenges and find challenge opportunities. GSA collaborated with others in the challenge grant community and directly supported the development of Office of Management and Budget guidance on the use of challenges and prizes to promote open government. The Challenges and Prizes information in our Flagship Initiatives section includes more about GSA’s plans to use challenges and prizes to promote open government.

7.4 Collaboration - GSA’s Mission Operations

Employee Collaboration Results in Successful Implementation. GSA’s employees from the Federal Acquisition Service and the Public Buildings Service in the Northeast and Caribbean, Mid-Atlantic, and Rocky Mountain regions helped to secure a new temporary home for the Naval Air Systems Command. The Lakehurst, N.J. facility project contract provides the command with a facility to accommodate personnel growth until a permanent facility is completed. The facility will eventually house 120 people and is expected to be completed this spring. GSA’s Mid-Atlantic PBS is serving as the contracting representative for the project, and the Northeast and Caribbean Region's FAS Customer Accounts is the research contact. As of early March, 28 trailers have been delivered, and the contractor is working on site development. This award would not have been possible without the collaboration of all three regions and has already led to at least six additional business opportunities for GSA.

Office of Performance Improvement Collaborates to Manage Deployment of Lean Six Sigma. GSA’s Office of Performance Improvement deploys a continuous process improvement capability based on the Lean Six Sigma methodology that incorporates open government principles. The Lean Six Sigma program provides a strategic approach that institutionalizes a culture of continuous process improvement focused on increased reliability, improved quality, cycle time reduction, cost savings, and optimized productivity. GSA’s in-house continuous process improvement and Lean Six Sigma experts promote and participate in governmentwide knowledge-sharing across the performance improvement community.

In response to GSA’s program featured in an article in Government Executive magazine, the Office of Performance Improvement provided briefings to senior executives from the U.S. Agency for International Development, the Department of Energy, and the National Science Foundation. The briefing included information on the opportunities and applications of Lean Six Sigma, and lessons learned in launching a new continuous

process improvement program. GSA offered Lean Six Sigma training to other government agencies at no cost.

The Office of Management and Budget is leading two interagency subgroups of the Performance Improvement Council that are examining the possible governmentwide use of continuous process improvement tools in hiring reform and performance management. GSA participates in these subgroups alongside other agencies, including the U.S. Departments of the Treasury, Defense, Homeland Security, and Housing and Urban Development, and the U.S. Nuclear Regulatory Commission. GSA will soon be equipped to partner and collaborate on improvement initiatives with its customer agencies, many of whom are also deploying a continuous process improvement/Lean Six Sigma capability. These collaborations will improve processes in areas where there are multiagency roles and shared interests.

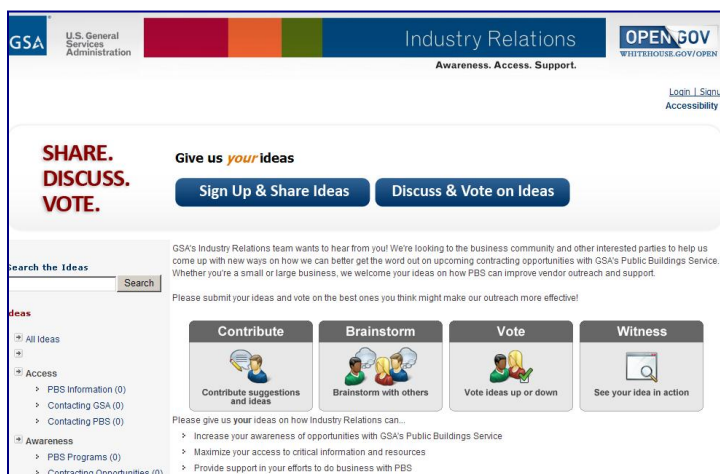
To further promote the expansion and use of continuous process improvement and Lean Six Sigma methods, while reducing government costs, the Office of Performance Improvement is partnering with GSA's FAS to develop a blanket purchase agreement that can be used by federal agencies. The agreement will expedite access to vendors for a wide range of continuous process improvement support, including training, deployment, risk management, and related systems and software.

GSA's Lean Six Sigma projects rely on active involvement by agency employees. More than 200 employees have been trained in Lean Six Sigma methodology across GSA's services, staff offices, and regions. To learn more about GSA's Lean Six Sigma program, visit [Lean Six Sigma](#).

Federal Acquisition Service: Collaboration Tools and Forums. The following collaboration tools and forums are used to conduct mission operations.

- In collaboration with the Defense Information Systems Agency, FAS is providing a single platform for government agencies to access commercial satellite communications services such as essential, secure communications to disaster recovery teams, domestic emergency responders, and the war fighter, as well as services used to support distance learning and remote access to global government networks.
- Federal Strategic Sourcing Initiatives drive cooperation and collaboration among federal agencies. Agencies work together and use business intelligence to analyze spending data and make recommendations to increase the efficiency and effectiveness of acquisitions. The sharing of acquisition resources results in increased savings and value.

Public Buildings Service Industry Relations Opens Dialogue to Enhance Awareness, Access and Support. GSA's Public Buildings Service (PBS) Industry Relations team is using the collaboration tool, Ideascale, to reach out to the business community and other interested parties. The recent Ideascale launch <http://gsapbsird.ideascale.com/> will allow the vendor community to share ideas aimed at increasing and maximizing awareness of GSA's PBS. The Public Buildings Service Industry Relations Division increases awareness of contract opportunities with GSA's PBS while maximizing access to the right information and the right points-of-contact, at the right time. The dialogue will increase access to PBS information and resources, and will increase overall support to the vendor community. This will also help GSA to find new and better ways to get the word out on upcoming contracting opportunities with PBS. Small and large businesses are also asked to identify how PBS can improve vendor outreach and support.



Public Buildings Service wants to show the vendor community that GSA is listening to them, and aiming for openness as an operational standard within the PBS division. By the end of the second quarter of FY2011, GSA plans to launch a virtual platform that will allow for direct collaboration between industry and PBS. Potential focus areas for the platform will be ongoing virtual

symposiums, training, awareness, participation, multimedia presentations, and program interaction.

GSA's Public Buildings service also launched a call center for industry relations and an email address industryrelations@gsa.gov to accept industry questions, comments, and requests for assistance. PBS later launched a twitter site, [gsapbsird](http://twitter.com/gsapbsird), to share PBS news, information and contracting opportunities. PBS Industry Relations uses its Twitter account for posting business opportunities on FedBizOpps, PBS news, and information, <http://twitter.com/gsapbsIRD>. Those who don't have a Twitter account can find the same information available at PBS on [FedBizOpps](http://www.fedbizopps.gov). GSA also established the [PBS LinkedIn Group](#) to create awareness of, and facilitate discussion around PBS news, information and procurement opportunities.

8. FLAGSHIP INITIATIVES

On the water, a flagship is the largest, fastest, leading ship. These same attributes apply to GSA's flagship initiatives. The Office of Management and Budget directed GSA to describe at least one specific new transparency, participation, or collaboration initiative being implemented or planned — a flagship initiative.

GSA selected four flagship initiatives to highlight in this section:

- Terms of service agreements;
- Open government public engagement tool;
- Challenges and prizes platform; and
- Public engagement platform.

GSA's Current and Future Open Government Activities within 1-3 Years. Each of these flagship initiatives can impact every federal government agency in keeping with GSA's mission to support federal agencies in conducting their missions. Both the Terms of Service Agreements negotiated by GSA and the Open Government Public Engagement Tool enable federal agencies to be more open and communicative with the public. The Challenges and Prizes Platform will further enable agencies to encourage public involvement. The Citizen Engagement Platform focuses on agencies' ability to use social media tools that are accessible to persons with disabilities. Through these efforts, GSA supports the administration's goal of creating a more open government and fosters openness for the entire federal government. Appendix 5 contains the high-level milestones and timelines depicting where GSA plans to be over the next 1-3 years and Appendix 6 maps the alignment of the Flagship Initiatives to GSA's strategic and high-priority goals.

8.1 Terms of Service Agreements

The [White House Open Government Directive](#) specifically calls for federal agencies to use emerging technologies to “open new forms of communication between a government and the people.” Federal agencies have been trying for years to overcome barriers that kept agencies from using the new forms of communication that were readily available to individuals and commercial interests. These impediments barred agencies from using, among other things, social media tools for mission-related purposes, such as public outreach, public engagement, personnel recruitment, training, and idea-generation.

GSA Paves the Way for Government Use of New Media
“By normalizing and institutionalizing Terms of Service for these services, GSA is paving roads which we are all able to then travel. Government new media is at a critical point and we need more work towards these scalable solutions that can [be] figured out once and for all then made available across government. This initiative by GSA has been integral to the progress of FCC New Media.” - Gray Brooks, Federal Communications Commission, New Media

Another barrier was the terms of service that providers of free social media require users to accept before accessing their service. Their no-cost tools for social networking,

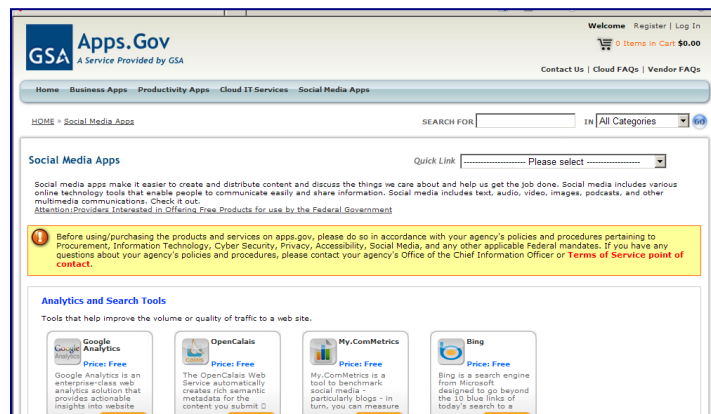


blogging, and dialoguing would give the government the potential to reach and to hear from a nearly unlimited audience. But the small print in many of the providers' terms of use contains provisions that federal agencies cannot, by law, agree to. Issues with terms of service were an obstacle to agencies who wanted to expand their ability to engage with the public.

To lift this roadblock, a coalition of federal Web managers and others from across government, led by the GSA Office of Citizen Services and Communications, enlisted the help of enthusiastic attorneys in their agencies and the White House Counsel's Office. Collaborating on language that would accommodate both operational and legal requirements, the coalition entered negotiations with social media providers. The objective was to have providers amend their standard terms and conditions to respect the unique status and needs of the federal government — to agree on standard language that *all* agencies could use with minimal tweaking to meet their own needs.

By February 2009, an agreement with YouTube was finalized. The U.S. Government YouTube Channel was launched, and agencies immediately began posting their videos on the site. Since then, agencies have posted videos on 86 government channels on YouTube, and millions of YouTube viewers can access official videos from across government. Within its first 120 days, the U.S. Government YouTube Channel, <http://www.youtube.com/USGovernment>, received 176,000 views from more than 13,000 subscribers and continues to grow at a rate of 7 percent per month.

The coalition moved on to other popular social media providers. [Agreements](#) have been negotiated with 35 providers, including Facebook, Flickr, and UserVoice. The agreements, which address legal terms of service concerns of agencies using social media, are posted on GSA's online cloud storefront at www.Apps.gov. By using these published agreements, agencies will have a framework for negotiating acceptable terms that comply with their own policies for the use of social media and that meet their specific needs, expectations, and practices.



The terms of service agreement with Facebook, for example, allows the GSA-led initiative USA.gov and GobiernoUSA.gov to set up pages to interact with and engage the public at <http://www.facebook.com/USAgov>. The initiative promotes information and services across government and helps people find answers to their questions. Without the agreement, USA.gov and GobiernoUSA.gov would not be able to participate in this popular space. Facebook has users in every country: 350 million users worldwide, with 200 million of those added in 2009. Seventy-four percent of the online population uses social networks, and three-fourths of them are on Facebook.

The success of the terms of service initiative has attracted the attention of far-seeing social media providers, who want to add their products to the lineup on Apps.gov. The coalition has posted a [model agreement](#) that vendors can refer to in determining if their terms of service are compatible with federal law. It lists the points, issues, and concerns that typically arise in standard terms of service and are problematic for federal agencies, and suggests replacement language that would be acceptable to most federal agencies. Under this scalable plan, the roster of federal-compatible no-cost sources will continue to grow and be refreshed with emerging innovative offerings.



Negotiating these terms of service has created a cost-effective way for all agencies to meet the requirements of the Open Government Directive. They now have free federal-friendly tools to consider for social networking, dialogs, blogging, and other means of online interaction.

8.2 Open Government Public Engagement Tool

The Open Government Directive required that federal agencies seek employee and public feedback in the development of their open government plans. To meet this need, the Office of Management and Budget tasked GSA with offering major federal agencies a compliant online engagement tool that could gather ideas from the public, enable others to comment on those ideas, and allow voting on the ideas so that the best ideas rise to the top for agency review. The GSA Office of Citizen Services and Communication created a Center for New Media and Citizen Engagement to help agencies throughout the federal government comply with the president's Open Government Directive and its very aggressive timetable. The first step was to identify a tool that could be modified for use by every agency, could be put in place quickly, and would be easy to learn to use. In six weeks, GSA identified and customized a tool that all agencies could use to engage the public online. IdeaScale, one of the providers that amended its terms of service, offered a product that agencies could use to engage with the public. With a quick review of the tool's capabilities and acceptance of the amended terms of service, GSA was able to get

the tool up and running quickly. GSA performed the policy and clearance steps to meet federal regulations and requirements, configured and designed the tool for use by agencies, conducted user testing, remediated problems that limited accessibility of electronic and information technology accessible to persons with disabilities, and provided ongoing support for agencies during the online engagement. GSA's Web Manager University offered free training for all agencies. As a result, 23 agencies and offices adapted the IdeaScale tool and launched their public dialogues by the 60-day deadline.

From Feb. 6 to March 19, 2010, GSA provided the tool to 22 of 24 major federal agencies and to the White House Office of Science and Technology Policy to use to solicit online public feedback regarding their open government plans. This tool helped agencies meet a key milestone in the Open Government Directive, introduced many



agencies to their first online engagement with the public, and built capacity and community for sustained online engagement throughout federal government. More than 1,400 ideas, 3,200 comments, and 32,000 votes from more than 6,400 users had been logged across these 23 simultaneous open government dialogues by March 19.

The out-of-pocket cost of this major public-facing initiative

totaled about \$10,000, significantly less than individual agencies would have spent if they had had to seek out the expertise and infrastructure to stand up their own public engagement sites. The consistency of using the same approach across government was an added benefit. GSA is working to transition administration of this online engagement tool directly to agencies so that they can own and build upon this critical capability for online engagement.

GSA shared all technical configuration documents, graphics files, policy documents, test results, outreach tools, and engagement techniques online at <http://www.usa.gov/webcontent/open.shtml>.

GSA also established a community of practice in government online engagements by convening and leading an interagency community of more than 130 moderators and new media points of contact. This effort also nurtured agency-led innovations such as the National Aeronautics and Space Administration's real-time OpenGov Tracker at <http://www.opengovtracker.com/>.

GSA will post and regularly update data sets with the full text of ideas and comments, as well as the number of votes and user, for each agency on WebContent.gov. http://www.usa.gov/webcontent/open/data_reports.shtml. These data sets will ultimately be made available on Data.gov.

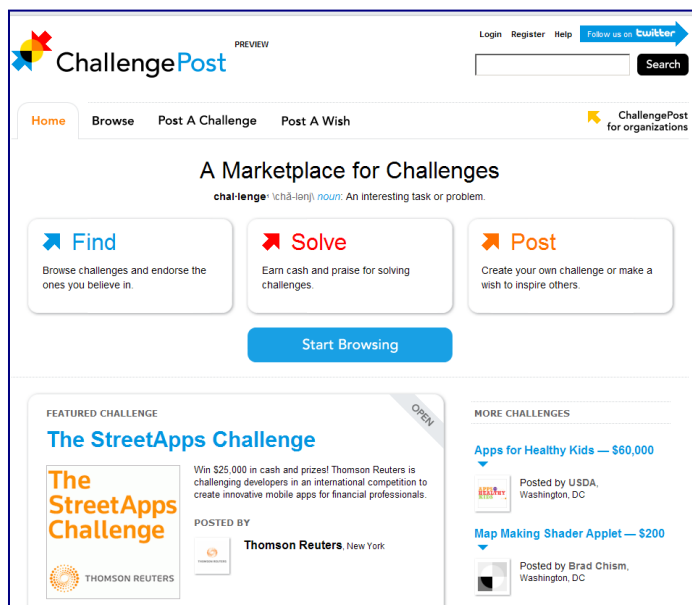
Twenty-three agencies now have the capability to use this and other engagement tools to continue dialogs with the public. Agencies can use these tools to implement their open government plans and engrain a culture of openness throughout their agencies.

8.3 Challenges and Prizes Platform

In a March 8, 2010 Memorandum to heads of agencies, OMB laid out a legal framework for federal agencies to use challenges, prizes, and other strategies backed by incentives to find innovative or cost-effective solutions to improving open government. GSA plans to provide a Web-based platform to manage contests and prizes. This Web-based platform will allow the federal government to post problems and invite users to suggest, discuss, and judge solutions. GSA is working with the White House Office of Science and Technology Policy and the Office of Management and Budget to equip agencies to develop and present challenges. Agencies will be encouraged to use challenges and prizes to solicit ideas, new approaches, and solutions to open government, innovation, and other administration priorities. GSA will also develop vehicles to make it easier for agencies to access the necessary products and services to run innovation challenges. Agencies may need technical assistance when structuring and conducting contests, and the products and services will help them to gain the maximum benefit from the marketplace as they identify and pursue contest initiatives. Engaging the public will help to further the policy objectives of the federal government. GSA will also provide governmentwide services to share innovation challenge best practices and will help agencies develop guidelines for issuing challenges.

OMB tasked GSA's Center for New Media and Citizen Engagement with providing an online challenge platform.

GSA issued a Request for Information (RFI) for a no cost solution and selected ChallengePost from a pool of 7 competitors. This government challenge platform will be available in July 2010 to help federal agencies engage the public using challenges and contests. Agencies will be able to post problems and invite the public to suggest, discuss, and deliver solutions; and the public will be able to find challenges posted by federal



agencies. Challenges can serve as a more efficient alternative to traditional grant making and procurement. Government can identify the goal without first choosing the approach or team most likely to succeed, and can pay only for performance if a winning solution is submitted.

The Center for New Media and Citizen Engagement has compiled additional guidance on running challenges. This information will be updated regularly and is currently available on Webcontent.gov at

http://www.usa.gov/webcontent/reqs_bestpractices/challenges/#platform. Starting in July, GSA will provide federal agencies with general training on challenges, and specific training on using the government platform being developed by ChallengePost. GSA is also exploring options to make it easier for agencies to procure products and services for planning and conducting challenges.

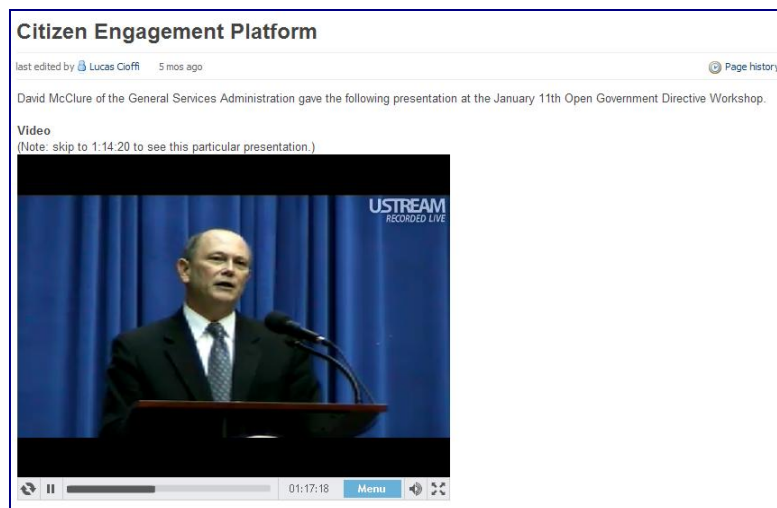
8.4 Citizen Engagement Platform

The citizen engagement platform will make it easier for agencies to use social media tools that are compatible with federal laws and policies, including tools that are accessible to persons with disabilities. In a secure government space, GSA's Center for New Media and Citizen Engagement is building a fully functioning software as a service storefront. The software will allow government agencies to easily deploy tools such as blogs, wikis, and forums, and a URL shortener to help engage with the public in a simple, cost-effective way. The URL shortener was launched in April 2010.

The tools are modeled after industry-standard best practices for delivery similar to those used by Google and GoDaddy. GSA piloted the blog tool for the "Your Voice Matters" dialogue to learn more about what the public wants and expects from USA.gov.

<http://blog.citizen.apps.gov/yourvoicematters>.

The storefront is available within GSA but will be launched in beta with blog and a lightweight challenge/contest tool in June/July 2010. The beta test will add more agencies based on user feedback during the remaining FY10 time period. The platform will also be expanded to include additional tools, including groups/forums, wikis and issue reporting tools. A Help & Support forum will provide user feedback and community building for agencies and application developers. We will make updates and improvements based on feedback agencies receive



from their customers. User feedback will also be used to determine what additional policy-compliant tools and features to include.

All tools for the Citizen Engagement Platform are based on open source code. As GSA modifies add-ons, plug-ins and widgets to meet accessibility requirements we will make our code available to the open source community for reuse and improvement. We will also ask the developer community to help us develop the code and to provide ideas to improve the system. WordPress.org is the open-source development team for the WordPress blogging platform. We are reaching out to WordPress.org to learn more about their work developing and expanding their multi-use platform and how this can help build a government platform.

Transparency, participation and collaboration for this initiative will be measured based on the number of engagement tools adopted by federal agencies. Engagement levels are based on the use of the tools, including the number of comments and the volume of traffic. Engagement level measures will be further developed in collaboration with federal agency users and private sector experts. The Citizen Engagement Platform is a platform designed to reduce the policy and technology barriers that agencies have to engagement. Agencies' use of the tool will determine the success of this initiative, which makes it critical for us to gather data about the agencies' user experiences. Sharing this data across agencies will also provide guidance to help successfully implement the initiative.

9. CROSS-AGENCY TRANSFERABILITY

One of the keystone principles exercised within GSA is the transfer of knowledge and best practices from GSA to other agencies. GSA shares many of its contracts and expertise through communities of practice in technology and education across government. Whether in real property, travel management, fleet, Web Manager University or Office of the Chief Information Officer, GSA leverages transparency, participation, collaboration and our flagship initiatives to share information with other federal agencies.

GSA has manifested cross-agency transferability in the following ways:

Apps.gov. GSA provides Apps.gov, an online source for cloud computing applications designed for federal agencies. Cloud computing provides information technology capabilities that are offered as a service over the Internet to multiple users. Many users share pooled IT resources, which reduces costs and results in greater computing efficiency. The federal government is focusing on security, privacy, and procurement as it moves toward cloud computing.

Government Contact Center Council. The Government Contact Center Council, also known as the G3C provides a leadership forum for the federal government's contact centers. The council ensures that help is available to resolve issues ranging from performance measurement and customer satisfaction to the availability of emergency response resources. It provides members with formal training opportunities and invites experts to speak at meetings. Council members meet monthly to share best practices, and learn about new and important topics in the management of multichannel contact centers.

USA Contact. USA Contact provides the public with ready access to government information and services. USA Contact helps agencies ensure timely, consistent, and accurate responses to inquiries from the public. Federal agencies use USA Contact to gain easy access to a broad range of contact service centers. As of Spring 2010, the Office of Citizen Services awarded 16 contracts through FirstContact and nine through USA Contact.

Search.USA.gov. GSA's Search.USA.gov offers a free search index service to government agencies through the USA.gov Search Services Affiliates Program. The program allows federal, state, local, tribal, and territorial Web sites to provide simplified and structured search results to the public. The USA.gov Search Services Program handles nearly 4 million search queries a month and offers many features, including related searches, and government images. The USA.gov Search Services Affiliates Program allows Web managers to configure their own Web sites based on the USA.gov search platform. Agencies can enable or disable the search features to best fit the needs of their Web site. The affiliate program has many benefits, including:

- Zero infrastructure cost for service and upgrades;
- Use of industry-leading search technology and best practices;

- Easy online management and customizable look and feel;
- Access to trusted documents from federal, state, local, tribal, and territorial governments;
- Advanced features such as boosting, related searches, Web analytics search tools; and
- Collaboration with Data.gov. The USA.Gov Search Services team is assisting the Data.gov team in providing an automatic suggestion feature, and the ability to index and display timely content immediately. Best practices are being implemented to ensure search engine optimization, which will give users access to the numerous government data sources.

Interagency Resources Management Conference. The Interagency Resources Management Conference, also called IRMCO, is an annual conference sponsored by GSA to help fulfill the agency's educational responsibility. It gathers government policy and management experts together to inform senior managers about initiatives critical to their leadership positions. IRMCO is developed in conjunction with members of policymaking organizations such as the Office of Management and Budget, as well as the Chief Information Officers, Chief Financial Officers, Chief Acquisition Officers, and Chief Human Capital Officers councils. Some sessions at IRMCO also offer program management continuous learning credits for updating critical skills.

Web Manager University. GSA's Web Manager University provides government employees and contractors with world-class training in website management. Web Manager University now offers classes to address open government and public engagement. Since the program started, we have offered nearly 200 classes and attracted over 15,000 attendees from over 100 federal, state, and local agencies. By leveraging its governmentwide scope, the program is able to attract leading experts in web, new media, and open government. Attendees learn important skills and knowledge, including how to: develop a social media and open government strategy, create blogs and other tools to engage with the public, use social networking sites to build communities, develop and share videos to reach a wider audience, and use plain language to foster greater transparency. The program includes in-person training, live webinars, and an annual conference

In anticipation of the Open Government Directive, GSA expanded Web Manager University in 2009 to include a series of "New Media Talks," to help government agencies learn about the latest tools and strategies for implementing social media and other engagement activities. Since March 2009, we have hosted 25 free sessions with some of the world's top thought leaders in new media and open government, attracting over 4,000 participants from across government. Many of these sessions have been recorded and are publicly available for download and can easily be shared across government, making it easier for government employees to replicate open government best practices.

Web Manager University also provided important training to support the implementation of the governmentwide online dialog tool, launched on February 6, 2010. The program trained moderators from 24 agencies on how to maintain the IdeaScale dialog tool,

manage comments, and create a meaningful dialog with the public. GSA will continue to train agencies in citizen engagement.

Web Manager University is a prime example of cross-agency transferability. It avoids duplication across government by minimizing multiple agencies offering the same training; creates a high quality experience with world-class faculty since speakers know they will reach a diverse, cross-agency audience; and reduces costs by centralizing the management of the training program and procuring one training contract that benefits many agencies. The program adds value since many agencies do not have the training funds or resources to maintain this kind of high caliber training program on their own. Additionally, we are able to offer classes tailored to a government audience at a low-cost. Most importantly, the program connects government staff with innovators inside and outside of government, and encourages people to share their experiences and learn from each other as they implement the goals of the Open Government Directive.

10. CONCLUSION

GSA is committed to fulfilling President Obama’s vision of an open government. Transparency, participation, and collaboration are already a part of GSA—and we are making significant strides to enhance our application of openness principles. GSA’s unique role serving federal agencies throughout the government will have a government-wide and nationwide impact. Administrator Martha N. Johnson is implementing the philosophy at GSA that “the work you do should be the way you change.” She has publicly stated that changing and improving should include “reverse engineering our processes” to gear the agency’s way of working toward meeting customer needs. GSA’s commitment to transparency is evidenced by our role in developing government-wide policies, our leadership of several transparency initiatives, and our support for the administration’s transparency goals.

We want to hear from you. Our open Web page (www.gsa.gov/open) will be used to invite ongoing feedback from the public. One of the current issues we seek input about is how we can use collaboration and social media to improve the federal acquisition process.

Our Challenges. GSA’s current challenges are to improve the acquisition process and increase awareness of our Public Buildings Service Industry Relations Division.

1. To Create A More Efficient and Effective Acquisition Process.

GSA challenged itself to make the federal acquisition process more efficient and effective. The Better Buy project is an online public dialogue to solicit advice on ways to use collaborative technology to improve federal government acquisition. The project’s main goal is to determine how to use collaborative technology to improve the federal acquisition process. To improve the acquisition process, GSA requested ideas from vendors, GSA customers, and those outside of the traditional acquisition community. Wiki software, Twitter, and other Web 2.0 collaborative media tools were used to improve requirements for upcoming acquisitions and to conduct market research.

GSA solicited comments and encouraged a debate on the technical aspects of the Better Buy Pilots and about ways that GSA could improve the proposal. For the first phase, GSA released a request for information for a procurement to host the Data.gov Web site and its related sets of data. During the second phase called ‘Clearpath’, GSA solicited input on the technical infrastructure for hosting and developing the approach for future acquisition. This challenge tested how we could use collaboration and social media to make the federal acquisition process more efficient and effective.

Addressing the Challenge. GSA conducted three pilots for BetterBuy:

(1) Data.gov

- **Process:** GSA used a wiki to invite participation in the development of the requirement.
- **Results:** Significant contributions from industry and other interested parties added tremendous value and content to the statement of work. For example, many users stressed the importance of compatibility with displays on mobile device platforms. The original statement of work did not address mobile displays.

(2) ClearPath

- **Process:** GSA used a wiki to seek industry comment on the statement of work, and seek alternatives for providing services (e.g., is cloud computing a viable option?)
- **Results:** Limited contributions from industry and other industry parties. The technical environment and services are unique, and the lack of engagement from industry confirmed GSA's assumption that the current technical approach should be continued.

(3) Enterprise Email & Collaboration Services

- **Process:** GSA sought industry input into the acquisition planning process, allowing vendors to discuss the pros and cons of different contractual strategies (e.g., should the services be purchased A - Full & Open, B - GSA Schedule, C - GSA GWAC, or D - Other)
- **Results:** GSA received very little input from industry. This activity traditionally occurs by Government acquisition professionals only. A few responses appear to encourage acquisition planning to favor specific companies.

To learn more about the project and join in the conversation, [Click here](#) or contact Chris Hamm at 703-605-3591.

2. To Gain Feedback about PBS Industry Relations with the Vendor Community

Addressing the Challenge. The Public Buildings Service (PBS) Industry Relations Division increases awareness of contract opportunities with GSA's PBS. The division is committed to supporting industry in all of their efforts to do business with PBS. Government and private industry stakeholders for this Ideascale include GSA's Public Buildings Service, PBS Industry Relations Division, the Office of Small Business Utilization, PBS small business vendors and professional associations and organizations in the building and construction industries.

As a relatively new office, outreach and internal communication have been challenges for PBS Industry Relations. The division wants to reach a large

number of vendors to inform them that PBS is able to assist them when conducting business with us. Working with internal stakeholders to help them understand how PBS can assist them as vendor liaisons also presents a challenge. GSA's newest PBS IdeaScale website welcomes ideas from small and large businesses alike on how PBS can improve vendor outreach and support. Participants are asked to submit their ideas and vote on the best ones that may be selected to make our engagement more effective. We want to hear your ideas on ways to increase access to PBS information and resources and to increase overall support to the vendor community.

To learn more about the project and join in the conversation, [Click here](#) or contact Kendra Turner at (202) 501-4381.

We Need Your Input. This plan is designed to be a blueprint of our current and on-going activities to advance a culture of openness here at GSA. We look forward to engaging our employees, stakeholders and the public to further improve GSA. GSA welcomes your input to help improve our operations, streamline the services we provide, and strengthen our customer relationships.

Please email us at Open.Government@gsa.gov to let us know:

- What data or information do you want GSA to make available to the public?
- What additional open government activities would you like to see GSA involved in?
- What would you like us to include in our updated open government plan?
- How you would like our /Open webpage to evolve?

Contact Us. GSA's Web page, <http://www.gsa.gov/open> will continue to serve as the portal for GSA's open government efforts. GSA will use the site to share its efforts with the public and gather input about how we are doing and how we can improve. It is our hope that those with ideas that can make our agency—and our country—a better place and hope that you will continue to share, so that GSA can continue to serve.

Version 1.1 of our Open Government Plan will be available in html on GSA's website at www.gsa.gov.

For information about GSA's Open Government initiative, please contact Sally Kiel, Open Government Program Manager, at sally.kiel@gsa.gov, or visit www.gsa.gov/Open.

For more information about GSA's Federal Acquisition Service, Public Buildings Service, Office of Citizen Services and Communications or Office of Governmentwide Policy, Staff or Regional Offices visit www.gsa.gov.

APPENDICES

APPENDIX 1. COMMUNICATIONS PLAN

GSA Open Government Communications Plan

GSA plans to use traditional media, Web 2.0, and new media to communicate news and messages on a frequent and consistent basis to the public, other agencies and GSA employees. To demonstrate our commitment to creating and maintaining a culture of openness GSA aims to keep information fresh, updated and newsworthy and plans to incorporate open government messages in all GSA communications.

GSA.gov. GSA.gov is the agency's primary external facing website geared to the public, key stakeholders and GSA's customers (federal, state, and local agencies). It is instrumental in marketing GSA initiatives as well as the thousands of goods and services GSA offers to federal customer agencies, vendors, and citizens.

The GSA.gov home page is a class-leading portal highlighting key activities of the Administrator, senior leadership, and GSA's business lines. In recent months, GSA has dramatically increased the number of video news stories that highlight GSA events and initiatives. The site provides one-click links to speeches, webcasts, and other content in near real-time, as well as direct links to GSA's Open website and other key resources.

Currently, GSA is planning to launch a refreshed version of GSA.gov by the end of July. The refreshed website will make it easier for the public to access important information about GSA policies, programs and business lines. During this process, GSA's Open Government page will also be refreshed. The refreshed site will include a number of new features that will make it easier for the public to find information and submit feedback. It will also allow for expanded video coverage of events, training sessions, and other key initiatives. The new site is easier to navigate and plans are underway for the following:

- Create video where open government moderators from different agencies discuss their experiences.
- Replace video on the GSA open government page with a three-pane rotating feature block that highlights the Citizens Report, a summary of comments already collected, and a third initiative to be determined.
- Find and feature a success story where publication of high-value data set led to creation of a product or service that benefits citizens.
- Continue to feature the open government page on the GSA.gov homepage and find new ways through earned media and new media to increase traffic to the page and dialog on the page.
- Create a public calendar of events.

A key focus throughout GSA is incorporating web pages that encourage collaboration with customers, key stakeholders and the public. GSA is also focused on driving traffic to GSA web pages using traditional and new media outreach to gather information and involve these audiences in government decision-making. For example:

- The Federal Acquisition Service's Better Buy project (in conjunction with the National Academy of Public Administration and the American Council for Technology-Industry Advisory Council) used collaborative tools to identify ways to use collaboration to make the federal acquisition process more efficient and effective.
- The Public Buildings Service Industry Relations office is launching a collaborative page giving contractors and vendors an opportunity to brainstorm, vote and witness new ideas taking shape that will improve the office's way of doing business with its stakeholders.

GSA also has a key role in helping federal agencies achieve their collaboration goals by testing and providing online platforms to federal agencies at no cost. These include Ideascale, the collaboration platform used by GSA and others, as well as an innovation challenge platform that will become available in July 2010. The latter will help agencies increase their use of prizes and challenges to spur innovation and further open government.

GSA Open Government Website. On February 6, 2010 GSA launched its Open Government website (gsa.gov/open) a one-stop source for information regarding GSA's open government plans and flagship initiatives. While developing the page, GSA used a public dialogue tool to gather ideas and comments from the public about its Open Government Implementation and Plan, and incorporated the public's wishes into the website.

The same public dialogue tool used by GSA was provided at no cost to 23 of 24 agencies participating in the Open Government Directive initiative.

Along with GSA.gov, the gsa.gov/open web page, is also being populated with additional collaboration tools. Several GSA business lines and services and staff offices, including the Office of Citizen Services and the Public Buildings Service, have already used online collaboration tools to gather information and launch initiatives for public comment. Additionally, GSA was among the first federal agencies to use contests and prizes to incentivize members of the public to submit new, creative ideas for agency programs.

USA.gov. USA.gov is the U.S. government's official web portal and is administered by GSA's Office of Citizen Services and Innovative Technologies. USA.gov and its Spanish language counterpart, GobiernoUSA.gov, make it easy for the public to find official U.S. government information and services on the web and through social media channels. The public can also find official government information by calling 1 (800) FED-INFO, through printed publications, and by visiting Pueblo.gsa.gov, Kids.gov, Consumeraction.gov, and Consumidor.gov.

USA.gov, GobiernoUSA.gov, and other related communication channels help the public to experience open, transparent and participatory communication with the U.S. government.

USA.gov is being redesigned and will be launched in June 2010 to highlight the public engagement and government-wide challenges. USA.gov's new robust search engine also provides the public with the ability to research websites government-wide.

GSA InSite. GSA's internal website – GSA InSite – provides up-to-date information to GSA employees and supports transactional capabilities for personnel-related functions. Like GSA.gov, InSite features video, photography, and related stories and information provided in near real time. Other internal communications vehicles, such as GSA Info messages (sent to employees via e-mail) and GSA Update (a daily e-mail summary of key happenings around GSA), often link to InSite, providing employees with a comprehensive multi-channel view of important information.

New Media. GSA uses new media to drive stakeholders to GSA.gov, the open government Web page, and GSA official blogs (currently, there are five blogs posted to GSA.gov).

GSA maintains a Facebook page that is updated almost daily with news and information of interest to the American public. As of June 14, 2010, the page had nearly 1,000 fans with more being added every day. Links to additional information on GSA.gov and elsewhere are provided with all Facebook posts.

GSA continues to explore other new media opportunities and is in the process of hiring a new media director.

Traditional Media. Through its Office of Communications and Marketing, GSA maintains a robust and open relationship with traditional and online media sources, which serves as a vital link to many members of the public and key stakeholders. In addition, the office works with the Office of the Administrator, GSA's business lines, and key services and staff offices to coordinate and publicize speeches and events featuring top GSA officials.

In 2010, senior GSA leaders have spoken at nearly two dozen public and stakeholder events, all of which have discussed the importance of an open, transparent, and collaborative government. GSA has leveraged these high-profile discussions by posting copies of remarks prepared for delivery and/or transcripts of actual remarks, video and photography on GSA.gov to expand the reach of these important messages.

For the rest of the 2010 calendar year and into 2011, GSA leaders will continue to play a highly visible role speaking to public and stakeholder audiences about key GSA goals and initiatives.

Key Milestones. The following table includes examples of key conferences and events where the public and/or key stakeholders can hear GSA leaders discuss various aspects of the agency's open government plan. GSA routinely posts videos, speech remarks and other content on its websites and promotes the information using traditional and new media sources.

Date	Event	Description/Audience
JUNE 2010		
June 21	Launch of GSA Public Buildings Service collaboration tool on GSA.gov	The Public Buildings Service Public participation websites welcomes ideas from small and large businesses alike on how PBS can improve vendor outreach and support. Participants are asked to submit their ideas and vote on the best ones that may be selected to make our engagement more effective.
June 21 -24	GSA Network Services Conference	GSA training conference that gives government information technology professionals access to the latest technology solutions to help modernize operations.
June 25	Update of GSA's Open Government Plan Submitted	The latest update on the agency's open government activity presented in a concise transparent format that invites public feedback.
June 27 – 29	Building Owners and Managers Association International Conference (BOMA)	The Public Buildings Service participates to update and solicit feedback from the vendor community.

Date	Event	Description/Audience
JULY 2010		
July 7 -14	GSA Child Care Conference	GSA training conference on the management of federal childcare centers.
July 12-15	Outreach Europe & Africa 2010	GSA training conference and exposition for federal government employees and military members who make or influence government purchasing decisions in Europe and Africa.
July 13 -15	FedFleet 2010 Conference	GSA training conference on the management of the federal government's motor vehicle fleet.
July 19	Refresh of GSA.gov and Open Government website	The new gsa.gov will be less clustered and more user-friendly. The refreshed website will make it easier for the public to access and provide feedback on important information about GSA policies, programs and business lines.

Date	Event	Description/Audience
AUGUST 2010		
Aug. 9 -11	Pacific Rim Region Opening Doors Small Business Conference	GSA training conference that helps small businesses do business with GSA and other government agencies.
Aug. 10 -12	12 th Annual GSA SmartPay Training Conference	GSA training conference for government credit card and electronic payment solutions managers.
Aug. 16 -19	Gov Energy	GSA's showcase of the latest in energy efficient and environmentally friendly products and services that benefit federal, state and local government employees and military members who make or influence government purchasing decisions.
Aug. 16 -20	Blacks in Government 32 Annual National Training Conference	GSA leadership development and training conference.
OCTOBER 2010		
Oct. 25-29	GSA Western Regions Conference	Internal GSA Leadership Conference.
NOVEMBER 2010		
Nov. 17-19	Greenbuild International Conference and Expo	The Public Buildings Service participates to update and solicit feedback from the sustainable design building community.
DECEMBER 2010		
Dec. 7-9	Ecobuild America	The Public Buildings Service participates to update and solicit feedback from the sustainable design building community.

Date	Event	Description/Audience
APRIL 2011		
Apr. 10 -13	Interagency Resources Management Conference	GSA leadership and management conference that promotes partnerships across the federal government within information technology, open government, and financial management communities.
MAY 2011		
May (tbd)	North American Day	Annual Tri-lateral conference with government officials from Mexico and Canada to discuss information technology and open government across North American boundaries.
May (tbd)	ACT/IAC Management of Change Conference	Government and industry information technology conference
May 20 – 22	GSA Training Conference and EXPO	GSA’s free training conference exposition is designed to benefit federal, state and local government employees and military members who make or influence government purchasing decisions.

APPENDIX 2. GSA'S DRAFT STRATEGIC PLAN



GSA MISSION

GSA'S MISSION IS TO USE EXPERTISE TO PROVIDE INNOVATIVE SOLUTIONS FOR OUR CUSTOMERS IN SUPPORT OF THEIR MISSIONS AND BY SO DOING FOSTER AN EFFECTIVE, SUSTAINABLE, AND TRANSPARENT GOVERNMENT FOR THE AMERICAN PEOPLE.

GSA VISION

GSA DRIVES A HIGH-PERFORMING, SUSTAINABLE GOVERNMENT.

GSA STRATEGIC GOALS

INNOVATION

WE ARE AN INNOVATIONS ENGINE FOR THE GOVERNMENT. WE SEEK OPPORTUNITIES TO DRIVE EXCELLENCE THROUGH INNOVATION AND SUPPORT SMART RISK-TAKING.

CUSTOMER INTIMACY

WE SEEK AN INTIMATE UNDERSTANDING OF AND RESONANCE WITH OUR CUSTOMERS AND THEIR MISSIONS SO AS TO SERVE WITH FULL INTEGRITY, CREATIVITY, AND RESPONSIBILITY.

OPERATIONAL EXCELLENCE

WE WILL LEAD WITH OUR EXPERTISE TO DELIVER MEANINGFUL AND USEFUL SOLUTIONS FOR OUR CUSTOMERS, OUR INDUSTRY PARTNERS AND OUR EMPLOYEES. WE WILL STRIVE FOR PERFORMANCE EXCELLENCE AND SEEK CONTINUOUS IMPROVEMENT IN OUR OPERATIONS.

GSA HIGH-PRIORITY PERFORMANCE GOALS



1. SUSTAINABLE ENVIRONMENT, ECONOMY, GOVERNMENT AND DEMOCRACY

GSA WILL TAKE ACTIONS TO DIRECTLY REDUCE OUR CONSUMPTION OF RESOURCES, AND WILL PROVIDE OUR FEDERAL AGENCY CUSTOMERS WITH SOLUTIONS THAT HELP THEM MANAGE AND REDUCE THEIR CONSUMPTION, AS WELL.



2. OPEN GOVERNMENT AND TRANSPARENCY

GSA WILL DRIVE GREATER TRANSPARENCY AND OPENNESS IN GOVERNMENT THROUGH THE ADOPTION OF AGILE TECHNOLOGIES, PROCESSES, AND EXPERTISE FOR CITIZEN ENGAGEMENT AND COLLABORATION BUILT AROUND INNOVATIVE SOLUTIONS THAT PROVIDE A MORE EFFECTIVE, CITIZEN-DRIVEN GOVERNMENT.



3. EXCELLENCE IN SOLUTIONS DELIVERY

AS THE GOVERNMENT'S EXPERT IN REAL ESTATE, GSA WILL WORK WITH CUSTOMER AGENCIES TO DEVELOP STRATEGIC PORTFOLIO PLANS THAT BEST MEET MISSION WORKPLACE NEEDS, MANAGE CUSTOMER REAL ESTATE COSTS AND MAXIMIZE THE PERFORMANCE OF GSA'S INVENTORY.

APPENDIX 3. GSA'S STRATEGIC ACTION PLAN FOR TRANSPARENCY

Overview of the GSA Data and Information Transparency Process

Data.gov is the central portal where agencies post high value, machine readable data sets for the public and other agencies to view or download. GSA is committed to transparency and has formulated an internal process to publish suitable data sets on Data.gov.

GSA's Services and Staff Offices are reviewing their data sets, identifying those that are candidates for publishing to Data.gov and processing those that meet the suitability review processes. Services and staff offices are responsible for ensuring that their data sets are made available in machine readable, independent formats.

As the collection point for Federal information, GSA maintains websites that provide government-wide information to the public. These sites are being analyzed to identify how their underlying data can be made more transparent.

GSA uses a citizen engagement tool to gain feedback from users both to validate the status of current data and to prioritize data that needs to be added and enhanced. Based on citizen feedback, GSA recently identified data regarding Federal vehicles, buildings and other assets which GSA is publishing on Data.gov.

GSA Data Set Inventory and Process to Select and Publish Data Sets to Data.gov

GSA is using its existing IT governance groups to formally identify data sets. Under the GSA IT Executive Committee, the Enterprise Applications and Services Committee (EASC) and the Data Management Task Force have assumed responsibilities to identify and inventory agency applications and their data sets. The EASC is responsible for an agency inventory of all applications and is now overseeing Services and Staff Offices as they conduct an analysis of each application to determine if there is an associated data set that should be released. The GSA Data Management Task Force and groups such as the Federal Acquisition Service Data Quality Team are reviewing information generated or maintained across the agency to identify additional data sets including the data that may be the underlying basis for textual reports that are posted online. The initial reviews will be completed by September 30, 2010 but data sets will continue to be published in the future.

GSA is using internal review processes to track data sets being considered for publication on Data.gov. The GSA Data Set Pipeline keeps track of information about data sets as they are identified by the GSA Services and Staff Offices, and tracks the status of the data set reviews. While the Office of the Chief Information Officer maintains the GSA Data Set Pipeline data at a publishing milestone level, each service and major staff office has an internal discovery and review process for its data sets.

Roles and Responsibilities

- GSA's Services and Staff Offices are responsible for determining which data sets and tools are suitable for publishing on Data.gov. The service or staff office retains the right and responsibility for managing its data and providing adequate technical documentation to include version control and archiving.
- The services and staff office data steward is responsible for ensuring that the data set is compliant with information and data quality guidelines. The data steward makes the initial assessment of data set appropriateness for publication on Data.gov. The data steward maintains meta-data about the data sets.
- The services and staff office is responsible for ensuring that the data sets proposed for publication meet legal, security, accessibility, privacy, and confidentiality requirements.
- The services and staff office and the GSA OCIO ensure that authoritative data sets are in platform independent and machine readable formats.
- The GSA OCIO is responsible for maintaining tracking and status information about the GSA data sets submitted to and published to Data.gov. The GSA OCIO is also responsible for monitoring the services and staff offices internal processes to assure all appropriate data sets are published on Data.gov.
- The GSA Data Management Task Force is responsible for assisting the OCIO to track and keep information current and accurate. It provides information to the OCIO regarding internal office processes that are used to identify, review and propose data sets for publication to Data.gov.
- The Data.gov Point of Contact (Data.gov POC) is an OCIO staff person responsible for maintaining meta-data about data sets and tools in the GSA Pipeline for publication to Data.gov and for the data sets and tools already published to Data.gov.

Data.gov Submission Process

- a. The GSA Data.gov submission process for candidate data sets to be published on Data.gov has seven core processes and three sub-processes that result from alternative decision paths.
- b. The Data.gov submission process scope is initiated by a request for a data set for publication and ends with the publication of the data set on Data.gov or, alternatively, a determination that GSA is not the authoritative source or that the data set is not suitable for publication.
- c. The GSA Data.gov submission process begins when a customer requests publication of a data set. A customer can be internal or external to GSA. If the request is from a government agency, the Data.gov Program Management Office (PMO) forwards the request to the GSA Data.gov POC. The GSA Data.gov POC determines if GSA is the authoritative source for the requested

data set. If it is, then the GSA Data.gov POC identifies the appropriate data steward and forwards the request.

- d. The data steward determines if the data set is suitable for publication. Suitability is based on conformance to GSA information and data quality guidelines, as well as GSA's Data.gov checklist. If the data set is deemed suitable, the data steward obtains approval of the services and staff office using its internal review process and completes the meta-data template.
- e. The data steward conducts an impact assessment on the data set request package to test compliance with privacy, FOIA, legal, and security considerations. Upon a successful impact assessment the data set proposal is forwarded to the GSA Data.gov POC.
- f. The GSA Data.gov POC reviews the submitted data set package and, if complete, forwards it to the Data.gov PMO for publication to the Data.gov web site. Upon publication the core process is completed.
- g. An alternative data set request submission process is engaged under three separate conditions that can occur. Each could occur in a decision not to publish the requested data set to Data.gov:
 - o Condition one. If the initial data set request does not pass initial screening and filtering requirements, the request is rejected and the data set is not published;
 - o Condition two. If the data set request is valid and passes initial screening but it is determined by the GSA Data.gov POC that GSA is not the authoritative source for the data set, the request is forwarded to the Data.gov PMO to identify the correct authoritative source.
 - o Condition three. If the data set request is valid and GSA is the authoritative source but the data steward deems the data set not suitable based on the information and data quality guidelines and/or impact assessment, the request is rejected and the data set is not published.

Federal Acquisition Service (FAS) Data Set Inventory Process

The FAS data quality team was formed in January 2010 with the executive sponsorship of the FAS Chief Information Officer and business line representatives. The Chief Information Officer identified respective data stewards and corresponding data owners from business line representatives and assigned the FAS Enterprise Architect to lead the effort. The team is charged with identifying and reviewing all potential FAS data sets that would be publishable and is tasked with identifying the necessary due diligence to ensure data quality. Specific ongoing activities in support of Open Government include:

- Analyze all FAS applications that create data and identify publishable data sets produced by the execution of core mission activities.

- Analyze recurring Freedom of Information Act requests with the intent of publishing applicable data sets to Data.gov and maintaining currency.
- Track and document cycle times to publish datasets to create a quantitative prediction model for data publication.
- Establish a FAS hosting site and the ancillary support infrastructure to facilitate the ongoing publication of data.

As of June 2010, FAS has published one data set on Data.gov, the National Stock Number from GSA Advantage.

Currently in the approval process for publication to Data.gov are:

- Schedule Sales Query (SSQ), a web site with publishable data;
- Network contract data;
- eLibrary data which is a data set and publishable web site;
- eBuy which provides partial Requests For Quotation (RFQ) and award data from multiple organizations; and
- GSAdvantage sales volume data.

The FAS data set pipeline includes publishable data sets produced by 77 FAS applications in the execution of the core mission, recurring Freedom of Information Act data sets, and Balanced Score Card reporting. Additional sources are being investigated and data set identification requested. The table below lists the applications being actively reviewed for publishable data sets as of June 2010.

FAS plans to submit additional data sets for publication to Data.gov at a rate of two per quarter through the end of CY 2010.

FAS Applications with Inventory of Data Sets

Application Name	In Pipeline or Published	Data Set
Network Services Ordering and Billing System	Application with publishable information	Network transition and billing data set
Offer Registration System (ORS)	Application with publishable information	Vendor offer(s) data set
GSA Advantage (NSN)	Published on Data.gov	National Stock Number Extract List
GSA Advantage! Schedules E-Library System	Application on website with publishable information	Complete GSA Advantage Vendor listing
GSA e-Buy	Application on website with publishable information	Partial RFQ and Award data set
FSS-19	Application with publishable information	Multiple data elements which are subsets of other data sets
Federal Disposal System (GSAXcess, CFI, AAMS)	Application on website with publishable information	Excess Personal Property data set
Federal Asset Sales Portal (GovSales.gov)	Application on website with publishable information	Sales volume numbers
Customer Analysis and Research Tool (CART)	Publishable information being identified and reviewed.	Multiple data elements which are subsets of other data sets
Customer Supply Center (CSC)	Publishable information being identified and reviewed.	CSC transactions data set
E-Gov Travel (ETS)	Publishable information being identified and reviewed.	Agency travel data
Electronic Centralized Acquisition Tool (eCAT)	Publishable information being identified and reviewed.	Acquisition instructional letters and policies
eMod	Publishable information being identified and reviewed.	MAS Mods
eOffer	Publishable information being identified and reviewed.	MAS offers
eSign	Publishable information being identified and reviewed.	Electronic signature applications and data
E-Gov Travel (ETS)	Publishable information being identified and reviewed.	Agency travel data

Public Buildings Service (PBS) Data Set Inventory Process

- Review the PBS application inventory consisting of 49 national applications.
- As of June 2010, identified 27 of the 49 applications as having potential high-value data sets for publication on Data.gov.
- Working with the PBS Freedom of Information office to obtain a listing of the recent types of requests to assist in prioritizing the type of data sets that businesses and the public are requesting or interested in.
- Identified three websites currently available to the public from GSA.gov and that contain information suitable for publishing on Data.gov.
- Actively reviewing seven applications and the associated websites for data sets to be published on Data.gov. The review process consists of the following steps:
 - Identification of data fields to be included in the data set along with a data dictionary for each data set.
 - Submission of a proposed data set to legal counsel for review, comment, and final determination as to what may be released; this may require follow-up meetings for clarification purposes.
 - Finalization of data set and data dictionary by the applicable system owner/business line.
 - Completion of final checklist and meta-data sheet for the data set to be submitted to the GSA Data.gov POC for processing and submission to Data.gov.
 - Submission of checklist, meta-data sheet, data set, and data dictionary to GSA Data.gov POC for final review and publication on Data.gov.
- One data set (PBS Information Portal ARRA data) has been posted on Data.gov
- Additional data sets to follow at an anticipated rate of 4 per quarter through the end of CY 2010.

As of June 2010, PBS has published one data set. Four are in legal review; two have passed legal review and have been returned to business lines to finalize preparation. Three new data sets are being prepared for publication and will be sent to legal review. The following table lists the Public Buildings Service 27 applications identified with data sets that may be publishable, including three websites with underlying data that may be publishable. These are in the Public Buildings Service Data Set Pipeline.

PBS Applications with Inventory of Data Sets

Application Name	In Pipeline or Published	Data Set
Asset Business Plan	Application with publishable information	GSA owned and leased buildings' physical information
Building Preservation Plan	Application with publishable information	Historic building information
Capital Projects Application	Application with publishable information	Project-related financial information for budget activities 51, 55, and 64
Electronic Program Management	Application with publishable information	Capital and small construction project information
Environmental Risk Index	Application with publishable information	Environmental safety and health information
Electronic Spatial Management and Report Tool	Application with publishable information	Building spatial data and information
Energy Usage Acquisition System	Application with publishable information	Government owned and leased buildings energy usage information
FACIT - Fine Arts	Publishable information being identified and reviewed	Fine arts collection information
FACIT - Sandy	Publishable information being identified and reviewed	Fine arts collection information
Inventory Reporting Information System	Publishable information being identified and reviewed	Building repair, alteration, and new construction project information
Natural Gas Acquisition Program	Publishable information being identified and reviewed	Natural gas supply chain information for Government owned and leased buildings
Physical Condition Survey	Publishable information being identified and reviewed	Property condition assessment information
Project Information Portal	Published on Data.gov	PBS prospectus project information
Resource Center	Application on website with publishable information that is being identified and reviewed	Federally-owned property sale information
REDINET	Publishable information being identified and reviewed	Federally-owned property sale information
Reimbursable Work Authorization and Tracking Application	Application with publishable information	Reimbursable work authorization information
Real Estate Across the U.S.	Future application with publishable information to serve as a replacement for the System for Tracking and Administering Real Property (see below)	See System for Tracking and Administering Real Property below

PBS Applications with Inventory of Data Sets (continued)

Application Name	In Pipeline or Published	Data Set
System for Tracking and Administering Real Property	Application with publishable information	Real property management information including inventory, building, customer, and billing data. To be replace by Real Estate Across the U.S. system above.
The Automated Prospectus System	Application with publishable information	Real estate project information including alternatives and housing plans
Civic Square	Application on website with publishable information that is being identified and reviewed	Good neighbor program project information
Electronic Transaction Management Playbook	Application with publishable information	Transaction management playbook information used to improve customer service
Appraisal Data System	Application with publishable information	Annual rent appraisal information
Rent Estimate	Application with publishable information	Rent projection information
Rent on the Web	Application with publishable information	Client agency rent information
eLease	Application with publishable information	Leasing activity information
Galaxy	Application with publishable information	Rental of Space program budget information
Inventory of Owned and Leased Properties	Application on website with publishable information that is being identified and reviewed	GSA properties' expiring lease/occupancy information

GSA Data Set Pipeline

The GSA Data set Pipeline tracks, by services and staff office, applications and data sets, and published reports with underlying publishable data sets, identified as appropriate for publication on Data.gov. The table that follows does not reflect the data sets currently in the services and staff offices for internal review for publication to Data.gov.

GSA Applications and Data Sets Inventory and Pipeline Status Summary

Office Symbol	Number of Applications with Identified Data Sets		Information online that may have underlying data publishable to Data.gov		Data Sets Submitted to Data.gov	
	Applications	Data Sets Inventoried	Reports	Other	Raw Data	Tools
Chief Acquisition Officer	11	3	0	0	0	0
Chief Financial Officer	29	0	0	0	0	0
Chief People Officer	3	1	0	0	0	0
Chief Information Officer	13	0	0	0	0	0
Federal Acquisition Service	77	0	0	0	0	0
Office of Civil Rights	0	0	0	0	0	0
Office of Citizen Services and Communications	1	0	0	0	0	0
Office of Emergency Response and Recovery	1	0	0	0	0	0
Office of General Counsel	0	0	0	0	0	0
Office of Governmentwide Policy	11	1	0	0	0	1
Office of Performance Improvement	0	0	0	0	0	0
Office of the Inspector General	1	0	0	0	0	0
Office of Small Business Utilization	0	0	0	0	0	0
Public Buildings Service	49	27	0	0	0	0
Total	178	31	0	0	0	1

GSA Data Sets Published to Data.gov

GSA has published 49 data sets to Data.gov by June 2010. The published datasets are available on Data.gov at [GSA Datasets](#).

GSA Data Set Categories

GSA categorizes its data sets into our primary business domains. The six GSA business domains are:

1. Government Business Services. The government business services domain encompasses the core business functions of the Federal Acquisition Service and the Public Business Service -- functions that are central to GSA's core mission. GSA government business services are supported by the acquisition value stream. The Federal Acquisition Service supports an acquisition value stream for personal property assets, typically classified as goods and services, while the Public Building Service supports an acquisition value stream that focuses on workspace (real property) and related assets. The business services domain's segments are:

- Acquisition
 - Fleet management (vehicle leasing and acquisition)
 - Travel management and relocation services
 - Federal assets sales
 - Assisted acquisition services – non-buildings (internal and external)
 - Supply chain management
 - Workspace
 - Space acquisition
 - Public facilities management
 - Policy
 - Acquisition policy and technical infrastructure.
2. Citizen Services. The citizen services business domain consolidates all of GSA’s citizen-centered activities into a single organization, providing American citizens access to information and services they require. It also helps government agencies procure contact centers, assists with consumer outreach and publications, facilitates a variety of web services, and promotes intergovernmental collaboration and innovation. Citizen Services’ domain segments are:
 - Citizen Access
 - Citizen Service
 - Public Affairs.
 3. Financial Management. The financial management domain focuses on maintaining the critical government role of ensuring compliance with financial management regulations and policies, effective internal financial controls, financial data integrity, integration of financial data with mission-critical programs, and security and protection of federal assets and data.
 4. Human Resources. The human resources business domain encompasses a wide range of activities related to human resources. Among the human resources activities are staff acquisition, organization and position management, compensation and benefits management, performance management, and employee and labor relations.
 5. Information Technology. The information technology business domain provides enterprise information technology services and solutions to GSA employees. Among the services provided by this domain are enterprise-wide information technology infrastructure services, including desktop support and a wide area network; information technology portfolio management; information technology capital planning and investment control; information technology security programs and security management; enterprise architecture linking business needs to GSA’s information technology systems and services; and integration of E-Gov and Lines of Business initiatives with the President’s programs.
 6. Policy. GSA’s policy domain manages government-wide policies to guide and direct federal agencies to use the most cost-effective and efficient management

practices in the administration of their programs. Policymaking responsibilities cover personal and real property, travel and transportation, information technology, regulatory information, and use of federal advisory committees.

GSA DATA SOURCES

GSA Applications and Data Inventory

In 2009 GSA inventoried its applications. The GSA Applications Inventory provides a central repository of meta-data about GSA applications. Upon issuance of the Open Government directive in January 2010, GSA added data elements to the Applications Inventory for the purpose of identifying data sets. Thus, the Applications Inventory functions as the GSA Data Inventory. GSA has identified 419 applications.

In addition, GSA has thousands of databases in Lotus Notes or Domino. The Notes and Domino databases are being purged in anticipation of a new GSA communications service in the cloud and so can no longer be used.

The Applications Inventory is being reviewed and refined by the services and staff offices to ensure completion and accuracy. Each services and staff office is examining each of its applications to identify at least one data set per application.

Data Underlying Public Reports

GSA services and staff offices have started the process of examining reports now published electronically on web pages with the intent of identifying the underlying data. In some cases finding and publishing underlying data will be a straightforward process. In other cases the identification and extraction process will be complex and may incur significant costs. The process may be more complex because data has been extracted from multiple sources for public reports and developing a periodic and ongoing data extraction and compilation into raw data sets may require extensive effort.

Data Published on GSA Public Web Sites

GSA publishes extensive data on various internet sites. In order to ease the public burden of having to search multiple sites, GSA is inventorying its data already available electronically and will publish raw data and tools from its existing sites on Data.gov.

Freedom of Information Act

The Federal Acquisition Service and the Public Buildings Service are each examining their Freedom of Information Act requests to determine what requests are being repeated and what types of requests for publishable data their offices are receiving. For multiple requests for publishable data, the services and staff offices will design ways to periodically publish data sets that contain releasable data or information.

High Value Information

Services and staff offices are evaluating the value of data sets according to several factors including relationship to the GSA mission, correlation to GSA strategic goals and objectives, type and frequency of Freedom of Information requests, and Data.gov and Open Government Directive public queries. They are also assessing potential value to users who may be able to combine the data with other information to create added value. GSA's offices are actively reviewing applications and the associated websites for additional data sets to be published on Data.gov.

- GSA's Public Buildings Service plans to publish 4 additional datasets per quarter through the end of CY 2010.
- GSA's Federal Acquisition Service plans to publish two additional datasets per quarter through the end of CY 2010.

Audience Identification and Outreach

GSA will continue to use Data.gov to obtain feedback both to validate status of current data sets and tools and to provide prioritization for additions and enhancements. The GSA key audiences largely are in the Federal government but state, local and tribal governments are also audiences as are businesses and private citizens. The general audience categories are listed below:

- Vendors wanting to do business with the government
- Vendors already on GSA schedules
- Contracting officers who buy for government agencies
- Emergency service providers
- The military at home and on the battlefield
- Government employees for travel, per diem, education services
- Commercial realty offices for buying, selling, building, leasing buildings for the government
- State and local governments for buying from the GSA schedules and for surplus materials and property
- Private citizens seeking information about the government
- Private citizens interested in buying government surplus materials and property
- Academics doing research about the government

GSA Received Data.gov Visitor Suggestions

GSA received 59 suggestions forwarded by the Data.gov Program Management Office for which it assumed GSA is the primary agency for those suggestions. Subsequent reviews determined which suggestions were for data or information for which GSA is the primary agency. Some suggestions were determined to be not actionable for various reasons. Seven data sets have already been published as a result of these suggestions. The remaining suggestions are being processed by the services and staff offices. Most of the remaining suggestions are in process either in the Federal Acquisition Service or the Public Buildings Service.

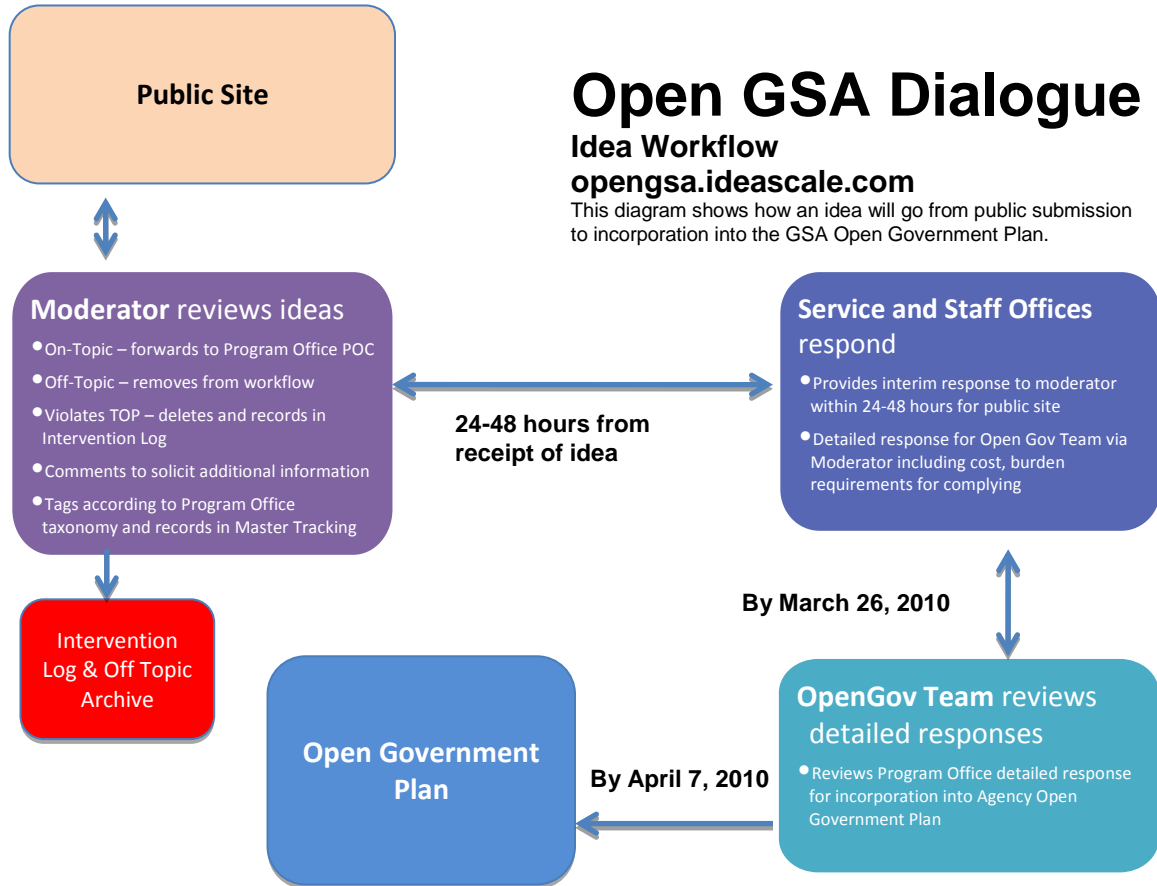
Joint Data

In some cases, GSA shares data publication with other Federal agencies. For example, while GSA has a large portion of the Federal Fleet, agencies annually report motor vehicle fleet data using the Federal Automotive Statistical Tool (FAST), a web-based reporting tool cosponsored by GSA and the Department of Energy. To view the tool, go to <https://fastweb.inel.gov/>.

Going Forward

GSA's newly established transparency processes and practices will continue forward. GSA commits to publishing as much high value data and information as possible.

APPENDIX 4. OPEN GOVERNMENT ENGAGEMENT PROCESS



APPENDIX 5. FLAGSHIP INITIATIVES PERFORMANCE METRICS

1. FLAGSHIP INITIATIVE: TERMS OF SERVICE

- **GSA Strategic Goal(s):** Innovation, Customer Intimacy, Operational Excellence
- **GSA Draft High-Priority Performance Goal:** Open Government and Transparency
- **Terms of Service Performance Metrics:**
 1. Number of new media providers that have government terms of service agreements;
 2. Once terms of service signed, the number that are listed on Apps.gov;
 3. Number of terms of service signed by agencies; and
 4. Number of uses of product with federal-compatible terms of service.

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '09	FY '10	FY '11
In the first 3 months, GSA negotiated federal compatible Terms of Service with 6 providers, including YouTube, Facebook, and MySpace.	√		
By July 2009, GSA negotiated federal compatible Terms of Service with 21 providers.	√		
Within one year of initiating the Terms of Service agreements, federal-compatible terms of service had been signed with 35 providers of no-cost new media products. Agencies signed 165 copies of the terms of service, and used them for these products in 651 instances. For example, the State Department signed one agreement with Facebook, leading to 200 Facebook pages across the world at U.S. embassies.		√	
GSA expects to have negotiated at least 50 federal-compatible terms of service.			√

Table 2. Terms of Service Timeline

2. FLAGSHIP INITIATIVE: OPEN GOVERNMENT PUBLIC ENGAGEMENT TOOL

- **GSA Strategic Goal(s):** Innovation, Customer Intimacy, Operational Excellence
- **GSA Draft High-Priority Performance Goal:** Open Government and Transparency
- **Open Government Public Engagement Tool Performance Metrics:**
 1. Number of agencies choosing to use the GSA-offered IdeaScale tool: (22 out of 24 agencies offered the tool, plus the White House Office of Science and Technology Policy);
 2. Number of dialogue moderators trained or provided support during the course of the open government dialogue: At least 130 across 23 agencies; held weekly conference calls with agency new media contacts and moderators;
 3. Volume of ideas, comments, votes, and participants across 23 open government dialogues. More than 1,400 ideas, 3,200 comments, and 32,000 votes from more than 6,400 users;
 4. More advanced analytics around the 23 open government dialogues, including comments/idea and votes/idea ratios; activity distribution across users; geographic reach as measured by participant-submitted ZIP code; and others;
 5. Clearance of policy hurdles. Number of ideas that agencies are able to adjudicate, responds to, and/or include in their open government plans. Timeliness of response will also become an increasingly important measure;
 6. Agencies assuming full administration of the open government citizen engagement (IdeaScale) tool and hosting additional engagements with the public, stakeholders, and employees; or using GSA-offered support and frameworks to implement similar tools; and
 7. Ability to shape and improve the marketplace of ideation tools by capturing and sharing lessons learned with all vendors. (Much work has already been done on making the tool accessible to those with disability and enhancing the features for IdeaScale. User testing results were shared transparently with the public by placing on WebContent.gov.)

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '09	FY '10	FY '11
Provide interested agencies with a no-cost, legally compliant, public-facing online engagement tool, training, and support to enable them to immediately begin collecting public and employee input on their forthcoming open government plans.		√	
GSA transferred ownership of the open government public engagement tool (IdeaScale) to interested agencies, in a manner that provided both maximum policy and legal compliance, as well as support for sustained engagement. GSA will continue to provide support for the moderator community and facilitate the inclusion of public ideas in agency open government plans. GSA will also configure this same platform for use in contests.		√	
GSA will continue building this online engagement infrastructure, including the provision of more tools to generate ideas through Apps.gov and the public engagement platform. GSA will also work to move the ideation marketplace toward increased attention to federal needs, including issues of accessibility for the disabled, improved user experience, different types of access restrictions, more robust analytics, and other important functionalities.			√
Within two years of launch, GSA will continue to build expertise and capacity in federal government in the area of online public engagement and other ideation tools.			√

Table 3. Open Government Citizen Engagement Tool Timeline

3. **FLAGSHIP INITIATIVE: CHALLENGES AND PRIZES PLATFORM**

- **GSA Strategic Goal:** Innovation
- **GSA Draft High-Priority Performance Goal(s):** Open Government and Transparency
- **Challenges and Prizes Platform Performance Metrics:**
 1. Number of agencies who use the government challenge platform.
 2. Number of government challenges on ChallengePost and other platforms.
 3. Number of solutions offered to federal agencies by the public.
 4. Number of challenge supporters.
 5. Press coverage of the government challenge platform.
 6. Number of agency personnel trained on challenges.
 7. Citizen and agency satisfaction with ChallengePost and other platforms.

MAJOR ACTIVITIES /COMPLETION TIMELINE	FY '09	FY '10	FY '11
GSA will participate in the April 30, 2010 White House session on Promoting Innovation Through Challenges.		√	
Per OMB Guidance on the Use of Challenges and Prizes, GSA issued a Request for Information (RFI) and chose ChallengePost from a pool of 7 competitors.		√	
A group of agency beta testers convened to provide usability feedback on ChallengePost design mock ups and prototypes.		√	
Usability tests will be conducted on the citizen facing aspects of the challenge platform. Users will provide feedback to ChallengePost which will be used to make enhancements to the site.		√	
GSA will continue outreach to agencies to inform them that the challenge platform is available for their use and inform them about public launch of the platform when there are challenges for the public to participate in.			√
GSA will provide training to other agencies on different types of challenges, how to frame a challenge, and how to use the ChallengePost platform.			√
GSA will provide guidance and reference material on Webcontent.gov. For example, sample rules when running a challenge, and a sample outreach plan for agencies to publicize challenges.			√
GSA plans to create a broader acquisition strategy that can accommodate the increasing demand for challenge capability and new market entrants.			√

Table 4. Challenges and Prizes Platform Timeline

4. FLAGSHIP INITIATIVE: CITIZEN ENGAGEMENT PLATFORM PARTNERSHIP: OFFICE OF CITIZEN SERVICES AND COMMUNICATION, OFFICE OF GOVERNMENTWIDE POLICY, OFFICE OF THE CHIEF INFORMATION OFFICER

- **GSA Strategic Goal(s):** Innovation, Customer Intimacy, Operational Excellence
- **GSA Draft High-Priority Performance Goal:** Open Government and Transparency
- **Citizen Engagement Platform Performance Metrics:**
 1. Number of engagement tools adopted by federal agencies.
 2. Engagement levels of tools, including number of comments, traffic, others to develop with user community.
 3. Number of user experiences/best practices documented.

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '09	FY '10	FY '11
GSA launched the URL shortener go.usa.gov.		√	
GSA will launch the Citizen Engagement SaaS storefront in beta in Summer 2010.		√	
GSA will schedule meetings with WordPress.org to collaborate and gain feedback about developing a widely used multi-user blogging platform for government.		√	
Gathering public and user feedback will enable GSA to expand the beta to more agencies.		√	
GSA expects to have 32 citizen engagement tools adopted by federal agencies.		√	
Results of user experience testing will be used to modify groups and forum tools.		√	
Public-agency launch of groups/forum tools. This software will help agencies collaborate with stakeholders and stakeholders with stakeholders, building community around mission interests.		√	
GSA will convene a dialogue with federal agency users and private sector experts to develop engagement metrics.			√
By the end of Q1 FY11, GSA expects to research, evaluate and report on agency use of engagement tools.			√
Results of user experience testing will be used to modify wiki tools.			√
GSA expects to launch public-agency wikis in the Citizen Engagement Platform, making wikis available for agencies to use as part of their engagement strategies.			√
GSA expects to have an additional 35 citizen engagement tools adopted by federal agencies which will amount to 67 total.			√
GSA will consult with the application developer community to provide support tools to make open data more useful to private application developers.			√
GSA expects to develop issue tracking software tools to support the developer community to improve use of agency data sets.			√

Table 5. Citizen Engagement Platform Timeline

APPENDIX 6. OPEN GOVERNMENT ALIGNMENT WITH GSA'S STRATEGIC PLAN

FLAGSHIP INITIATIVES	GSA STRATEGIC GOALS			HIGH-PRIORITY PERFORMANCE GOALS		
	Innovation	Customer Intimacy	Operational Excellence	Sustainable Environment, Economy, Government and Democracy	Open Government and Transparency	Excellence in Solutions Delivery
Open Government and Transparency						
Terms of Service Agreement	√	√	√		√	
Open Government Citizen Engagement Tool	√	√	√		√	
Prizes and Challenges Platform	√				√	
Citizen Engagement Platform	√	√	√		√	

APPENDIX 7. ABBREVIATIONS

Abbreviation	Definition
ADR	Alternative Dispute Resolution
AFFIRM	Association for Federal Information Resources Management
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
CAO	Chief Acquisition Officer
CAOC	Chief Acquisition Officers Council
CFO	Chief Financial Officer
CFOC	Chief Financial Officers Council
CGAC	Common Governmentwide Accounting Code
CHCO	Office of the Chief Human Capital Officer
CIO	Chief Information Officer
CIOC	Chief Information Officers Council
CPI	Continuous Process Improvement
COMSATCOM	Commercial Satellite Communications Services
DARPA	Defense Advanced Research Projects Agency
DC	District of Columbia
DHS	Department of Homeland Security
DISA	Defense Information Systems Agency
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of Interior
EASC	Enterprise Applications and Services Committee
eCPIC	Electronic Capital Planning and Investment Control
EEO	Equal Employment Opportunity
eFAS	Electronic Federal Asset Sales
EPA	Environmental Protection Agency
FACA	Federal Advisory Committee Act
FAR	Federal Acquisition Regulation
FAS	Federal Acquisition Services
FAST	Federal Automotive Statistical Tool
FEMA	Federal Emergency Management Agency
FFATA	Federal Funding Accountability & Transparency Act
FPDS	Federal Procurement Data System
FPDS-NG	Federal Procurement Data System - Next Generation
FMLoB	Financial Management Line of Business
FOIA	Freedom of Information Act
FSIO	Financial Systems Integration Office
FSSI	Federal Strategic Sourcing Initiatives
GSA	General Services Administration
GSA PMO	General Services Administration Program Management Office

Abbreviation	Definition
GSA POC	General Services Administration Points of Contact
GHG	Greenhouse Gas
HPPG	High Priority Performance Goal
IT	Information Technology
LSS	Lean Six Sigma
NAC	National Association of Counties
NASA	National Aeronautics and Space Administration
NASPO	National Association of Procurement Officers
NASBO	National Association of Business Officers
NASCIO	National Association of State Chief Information Officers
NSI	National Security Information
OCAO	Office of the Chief Acquisition Officer
OCCM	Office of Charge Card Management
OCIO	Office of the Chief Information Officer
OCSC	Office of Citizen Services and Communications
OERR	Office of Emergency Response and Recovery
OG	Open Government
OGC	Office of General Counsel
OGD	Open Government Directive
OGP	Office of Governmentwide Policy
OIRA	Office of Information and Regulatory Affairs
OMB	Office of Management and Budget
OMS	Office of Management Services
OPI	Office of Performance Improvement
OSTP	Office of Science and Technology Policy
PBS	Public Buildings Service
PCMM	Policy Change Management Model
PMC	Presidential Management Council
RFI	Request for Information
RISC	Regulatory Information Service Center
SBA	Small Business Administration
TBD	To Be Determined
TOS	Terms of Service
USA	United States of America
USDA	United States Department of Agriculture
VA	Department of Veterans Affairs

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APPENDIX 9. OUTLINE OF GSA’S COMPLIANCE WITH THE OPEN GOVERNMENT DIRECTIVE

Formulating the Plan

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
Multidisciplinary collaboration.	3. LEADERSHIP, GOVERNANCE AND CULTURE CHANGE	pgs. 5-8
Public consultation.	4. OPEN GOVERNMENT ENGAGEMENT DIALOGUE	pgs. 10-13
Published on line in open format with raw data.	Plan will be published on www.gsa.gov/Open	
Plan for continued public engagement as part of review and modification of the plan.	4. OPEN GOVERNMENT ENGAGEMENT DIALOGUE	pgs. 10-13

Transparency

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
Strategic action plan with inventory of information currently available for download.	Appendix 3. GSA’s Strategic Action Plan for Transparency and under “GSA Applications and Data Inventory”	pgs. 66-78 p. 76
Plan to foster public use of information to increase public knowledge and promote public scrutiny of agency services.	Appendix 3. under “Audience Identification and Outreach”	p. 77
Identified high value information not yet available and established reasonable timeline for publication online in open formats with specific target dates.	Appendix 3. under “High Value Information”	p. 77

Transparency

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
Plan for timely publication of underlying data for public information maintained in electronic format.	Appendix 3. under “Data Underlying Public Reports”	p. 76
Identification of key audiences and their needs and agency endeavors to publish high-value information for each audience in the most accessible forms and formats.	Appendix 3. under “Audience Identification and Outreach”	p. 77
Compliance with transparency initiative guidance.	Section 5.6 Compliance with Administration’s Transparency Initiatives	pgs. 22-24
- Data.gov	Section 5.6	p. 22
- eRulemaking	Section 5.6	p. 24
- IT Dashboard	Section 5.6	p. 22
- Recovery.gov	Section 5.6	p. 23
- USAspending.gov	Section 5.6	p. 23
Details of proposed actions with clear milestones to inform the public of significant actions and business of the agency including agency public meetings, briefings, press conferences, town halls.	Section 5.2 Methods for Informing the Public About our Business	pgs. 15-16
	Appendix 1. Communications Plan	pgs. 57-63
Records Management requirements including website link, process for identifying and scheduling all records, and process for timely transfer of all permanently valuable records to National Archives.	Section 5.4 Information Policies	p. 19
FOIA requirements including website link and staffing, organizational structure, and process for responding to FOIA requests, assessment of capacity to analyze, coordinate and respond to requests in a timely manner, and if significant backlog, details on how the agency will reduce the backlog by 10% each year.	Section 5.4 Information Policies	pgs. 19-20

Transparency

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
Congressional requests including website link and staffing, organizational structure, and process for responding to Congressional requests.	Section 5.4 Information Policies	p. 20
Declassification including website link and location where declassification programs, accessing declassified materials, and provide input about what type of information should be prioritized for declassification.	Section 5.4 Information Policies	p. 20
Data Quality information policy.	Section 5.4 Information Policies	pgs. 18-19
Accessibility for Persons with Disabilities.	Section 5.4 Information Policies	p. 20
Privacy policy.	Section 5.4 Information Policies	p. 20

Participation

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
Agency plans to improve participation, including steps to revise current practices to increase opportunities for public participation in and feedback on core mission activities including proposed changes to internal management and administrative policies to improve participation.	Section 6.5 Changes to Internal Management and Administrative Policies	p. 34
Describes and provides links to websites for public to engage in existing participatory processes.	6. PARTICIPATION	pgs. 27-35
Proposals for new feedback mechanisms including innovative tools and practices for public engagement.	6. PARTICIPATION Better Buy Project Pilots Wiki and PBS Ideascale	pgs. 27-35 p. 30 p. 42

Collaboration

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
Agency steps to revise current practices to further collaboration with other Federal and non-Federal government agencies.	7. COLLABORATION Section 7.2 GSA's Collaboration across Levels of Government	pgs. 36-42 pgs. 38-39
Use of technology platforms to further collaboration with the public.	Section 7.3 GSA's Challenges and Prizes Increase Collaboration; and Section 7.4 Collaboration – GSA's Mission Operations under "Public Buildings Service Industry Relations Opens Dialogue to Enhance Awareness, Access and Support" – PBS Ideascale	p. 39 p. 42
Use of technology platforms to further collaboration with non-profit and private entities.	Section 7.3 GSA's Challenges and Prizes Increase Collaboration Section 7.4 – PBS Ideascale	pgs. 39-40 p. 42
Links to websites that describe existing collaboration efforts of the agency.	7. COLLABORATION	pgs. 36-42
Description of innovative methods such as prizes and collaborations to increase collaboration with the private sector, non-profit, and academic communities.	Section 7.3 GSA's Challenges and Prizes Increase Collaboration	pgs. 39-40

Flagship Initiative

Open Government Directive Requirement	GSA Open Gov Plan Section	Page(s)
<p>At least one specific flagship engagement. (4 Flagship Initiatives)</p>	<p>Section 8.1 Terms of Service Agreements and Appendix 5</p> <p>Section 8.2 Open Government Public Engagement Tool and Appendix 5</p> <p>Section 8.3 Challenges and Prizes Platform and Appendix 5</p> <p>Section 8.4 Citizen Engagement Platform and Appendix 5</p>	<p>pgs. 43-45 p. 80</p> <p>pgs. 45-47 pgs. 81-82</p> <p>pgs. 47-48 pgs. 83-84</p> <p>pgs. 48-49 pgs. 85-86</p>
<p>Overview of the initiative: how it addresses one or more of the three openness principles and how it aims to improve agency operations.</p>	<p>8. FLAGSHIP INITIATIVES</p>	<p>pgs. 43-49</p>
<p>External partners for collaboration.</p>	<p>Appendix 5 in Major Activities / Timeline for Completion tables</p>	<p>pgs. 80-86</p>
<p>Plan for public participation in contributing innovative ideas to the flagship.</p>	<p>Appendix 5 in Major Activities / Timeline for Completion tables</p>	<p>pgs. 80-86</p>
<p>Explanation of how improvements to transparency, participation and/or collaboration will be measured.</p>	<p>Appendix 5 in Major Activities / Timeline for Completion tables</p>	<p>pgs. 80-86</p>
<p>Description of sustainability and room for improvement.</p>	<p>Appendix 5 in Major Activities / Timeline for Completion tables</p>	<p>pgs. 80-86</p>

APPENDIX 10. INDEX OF UPDATES TO GSA’S OPEN GOVERNMENT PLAN

This table lists updates to GSA’s Open Government Plan since April 7, 2010.

Date of Update	Section Name and Number	Description
7/6/2010	Appendix 3	Updated Strategic Action Plan for Transparency
6/25/2010	2. Introduction	Updated and added Figure 1. Open Government Plan Development Process.
	3. Leadership, Governance and Culture Change	Added introduction.
	3.1 Open Government Plan Governance and Approach	Updated Open Government Governance chart.
	3.2 Open Government Alignment with GSA’s Strategic Transformation	Updated “High Priority Performance Goals” to indicate two goals completed before June 30, 2010.
	3.3 External Recognition of GSA’s Commitment to Open Government	Added section.
	4. Engaging the Public to Formulate the Open Government Plan	Changed title from “Open Government Engagement Dialogue” and added introduction.
	4.2 GSA’s Public Consultation	Changed title from “GSA’s Online Conversation”.
	4.3 Ideas Chosen for Implementation	Added “GSA’s Response to Catalog of Federal Domestic Assistance Linking Idea”.
	4.5 GSA’s Open Government Mailbox	Added section.
	5.2 Methods for Informing the Public about Our Business	<ul style="list-style-type: none"> ○ Added introduction. ○ Updated screenshot of GSA’s Open Web page.

Date of Update	Section Name and Number	Description
6/25/2010	5.4 Information Policies	<ul style="list-style-type: none"> ○ Updated FOIA information to include definition of a “grant”. ○ Updated Data Quality information to include information about Initial Data Quality Plan submitted to OMB. ○ Updated Records Management section and included new links.
	5.5 GSA’s Governmentwide Leadership and Support of the Administration’s Transparency Initiatives	Updated IT Dashboard information.
	5.6 Compliance with the Administration’s Transparency Initiatives	Included eRulemaking section.
	6.1 GSA’s Governmentwide Public Engagement Initiatives	Updated “Better Buy Pilots Wiki” section and “Open Government Public Engagement Tool” section.
	6.3 GSA’s Employee Training and Engagement Tools Support Mission Operations	<p>Added information on “Web 2.0 Tools and Training”</p> <p>Added “Jive Employee Engagement Online Community”</p>
	6.5 Changes to Internal Management and Administrative Policies	Added new section to include changes to clearance process for internal GSA directives.
	7.1 GSA’s Governmentwide Collaboration	Updated references to working groups, changed to councils.
	7.3 GSA’s Challenges and Prizes Increase Collaboration	Updated to include winner of video contest.
	8.3 Challenges and Prizes Platform	Updated to include information about progress implementing the initiative.
	8.4 Citizen Engagement Platform	Updated to include information about progress implementing the initiative.

Date of Update	Section Name and Number	Description
6/25/2010	9. Cross-Agency Transferability	Updated introduction.
	10. Conclusion	Updated to include results of Better Buy wiki and added PBS Industry Relations Division Ideascale.
	Appendix 1	Updated Communications Plan.
	Appendix 2	Updated GSA Mission statement.
	Appendix 3	Updated Strategic Action Plan for Transparency
	Appendix 5	Updated Major Activities/Timeline for Completion tables for: <ul style="list-style-type: none"> - Challenges and Prizes platform, and - Citizen Engagement Platform
	Appendix 9	Added table showing GSA's compliance with Open Government Directive.
4/14/10	Appendix 10	Updated to include recent changes.
	Section 4.2 Ideas Chosen for Implementation	Updated to more accurately reflect GSA's progress. The previous content did not make it clear that GSA was still in deliberation on implementing these ideas.
4/8/10	Section 5.5 Compliance with the Administration's Transparency Initiatives	Updated Recovery.gov information.
	Cover page	Updated to include image of GSA eagle.
	Table of Contents	Updated to include Sections 9 and 10 and paginated to begin on page i.
	Document footer and pagination	Updated document pagination to begin with Executive Summary on page 1.
	A Message from the GSA Administrator	Moved to appear before Table of Contents.