



# U.S. GENERAL SERVICES ADMINISTRATION



# OPEN GOVERNMENT PLAN

VERSION 1.2

FY  
2010  
2012

This publication replaces Version 1.1 of  
GSA's Open Government Plan.  
Version 1.1 is available online at [GSA.gov/Open](http://GSA.gov/Open).

Version 1.2 (May 2011) celebrates GSA's on-going efforts to increase transparency and expand opportunities for public participation and engagement in agency operations. This version includes exciting information about GSA's newest public dialogues, collaboration forums, partnerships and e-tools.

A list of updates to GSA's Open Government Plan is included in this document as Appendix 8.

## A MESSAGE FROM THE GSA ADMINISTRATOR

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A year ago, the U.S. General Services Administration eagerly stepped forward to demonstrate its commitment to openness in government with the release of the agency's Open Government Plan. Over the course of the year, GSA successfully spearheaded several open government initiatives and made meaningful headway toward fulfilling the letter and spirit of President Barack Obama's Open Government Directive.

From creating a challenges and prizes platform that helps federal agencies inspire participation by the public in solving government's most pressing problems, to using collaboration and social media to make the federal acquisition process more efficient and effective, GSA has made significant strides in helping to create a government that is more open, transparent, and accountable. Details about achievements in these areas can be found on our websites, [GSA.gov](http://GSA.gov) and [GSA.gov/Open](http://GSA.gov/Open), where information on agency activities is, well, *open*.

As the business arm of government, GSA is a conduit of billions of dollars in goods and services, workspaces, and business solutions that help federal agencies meet their missions to serve the American people. We continue to invite the public to contribute ideas on ways GSA can become more accountable and accessible.

GSA is a proving ground for change, and we recognize that our Open Government Plan is just the foundation. Our plan reflects the work the agency is currently engaged in and paves the way forward as we continue to pursue openness as an operational standard.

We welcome your feedback and look forward to continuing our dialogue with you as we help to shape a more open government for tomorrow.

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

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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 government-wide policymaking 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 made great strides in expanding opportunities for our customers and the public to engage and collaborate in the business of our agency. We believe this effort will yield major benefits, including greater accountability, and a stronger bond between citizens and their government. The goal of our plan is to accomplish GSA’s mission more effectively and efficiently through transparency, collaboration, and participation. Our plan illustrates the daring steps we took over the last year to meet key milestones and engage in openness activities we resolved to implement on April 7, 2010.

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. We provide information directly to the public through the Internet and have established collaborative platforms and tools for use across the government. Johnson’s top priority is to use GSA’s expertise to provide solutions to our customers in support of their missions. GSA has delivered information to consumers for more than 40 years and has worked with federal agencies for several years to make their data and websites available to the public. This update highlights our recent initiatives, including enhanced Freedom of Information Act transparency solutions, and a sustainable design tool, which provides multiple benefits to both government agencies and the American public.

In addition to our original four flagship initiatives, we have added two new flagships that are in the initial phases of implementation. The six flagship initiatives are:

- Terms of service agreements.
- Open government public engagement tool.
- Challenges and prizes platform.
- Citizen engagement platform.
- Business Breakthrough.
- The ePubs (Google) U.S. Government Bookstore.

Each initiative 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. The ePubs (Google) U.S. Government Bookstore is a partnership with the Government Printing Office that makes popular government publications available for free via electronic download. Business Breakthrough is a program to help businesses gain a better understanding of the intricacies of the federal marketplace and learn more about ways they can use GSA's contracting vehicles to take advantage of opportunities for growth. Through these efforts, GSA supports the administration's goal of creating a more open government, improves openness for the entire federal government, and increases public awareness of government operations.

GSA continues to engage the public and uses social media tools to solicit input from the public and provide useful information to the public. One example 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.

In sum, we believe that the GSA 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 learn more about GSA's ongoing activities to create a culture of transparency, participation, and collaboration within GSA, throughout the federal government, and across levels of government.

## 2. INTRODUCTION

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The U.S. General Services Administration 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 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 more than 400 historic buildings. GSA also influences the management of \$500 billion in federal assets. GSA's Federal Acquisition Service 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 nontactical 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.

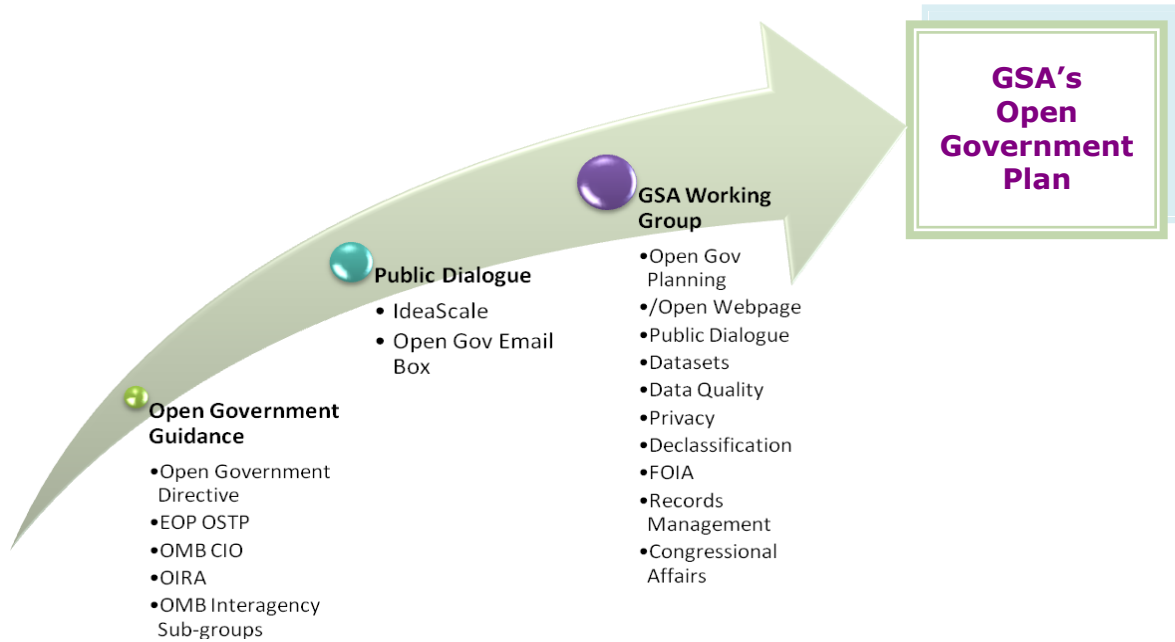
Open government principles affect many of GSA's programs and have a significant impact on the quality of services we provide to our customers, stakeholders, and the American public. As the agency transformed itself to enter the 21st century, GSA embraced new technologies, launched electronic government initiatives, and helped develop means of doing government business on the Internet. In 2002, GSA established the Office of Citizen Services and Communications to manage GSA's citizen-centered activities in a single organization. In May 2010, the office split into the Office of Citizen Services and Innovative Technologies, and the Office of Communications and Marketing. GSA's Office of Citizen Services and Innovative Technologies plays a leadership role in identifying and applying new technologies to effective government operations and is the nation's focal point for data, information and services offered by the federal government to citizens. The Office of Communications and Marketing focuses on conveying information about GSA to federal employees and external audiences, including the media, agency customers, stakeholders, and the American public.

GSA's recent efforts to engage our customers, stakeholders, and the public have resulted in the creation of social media and ideation tools, blogs, and our Open Government Web page, [GSA.gov/open](http://GSA.gov/open). These are drops in the bucket demonstrating how GSA's everyday work applies openness principles to inform citizens 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. We continue to use innovative technologies to solicit ideas from the public, and we 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, the plan used ideas received from the public and feedback from various working groups, and 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

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By establishing collaborative platforms and tools across the government, GSA has firsthand knowledge of the work involved in shaping a more open 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.

### 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 open government planning.
- Designated a senior accountable official to implement the quality framework over financial data.
- Assigned an open government program manager to manage the Open Government Directive requirements and reporting.
- Created an open government working group to facilitate cross-functional planning.

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

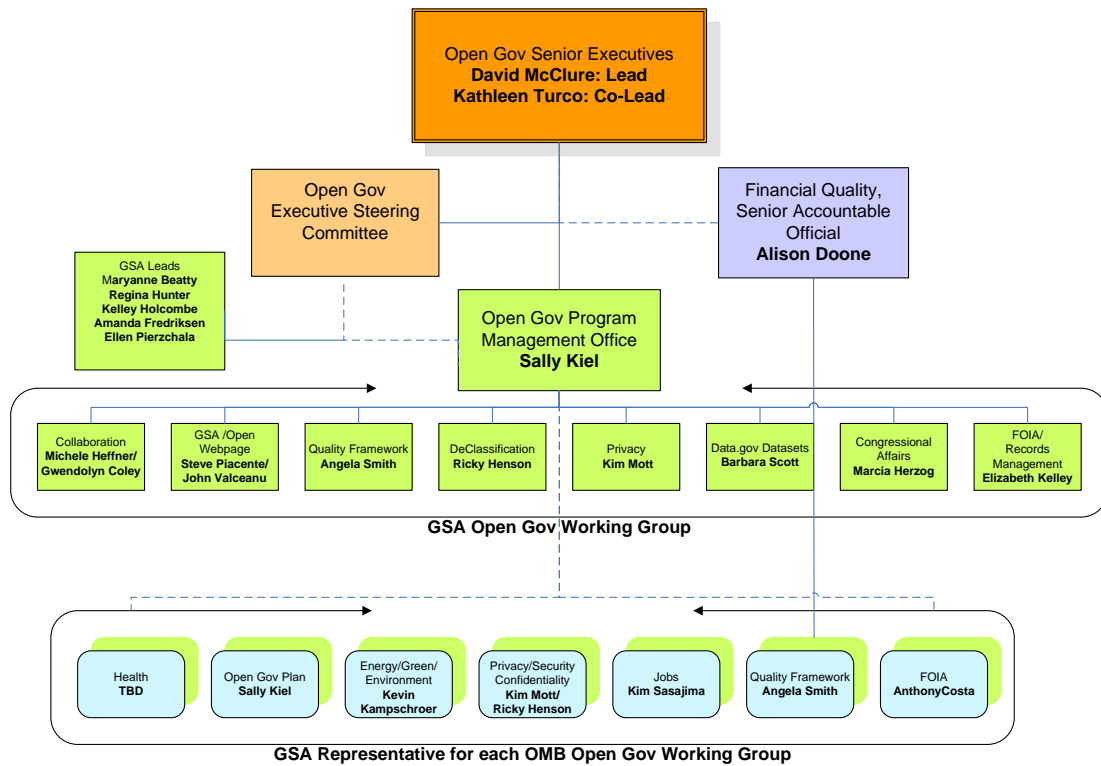
Senior executives with open government responsibilities who are involved in the governance are the deputy administrator, administrators for the Office of Governmentwide Policy, the Office of Citizen Services and Innovative Technologies, the Chief Information Officer, the Chief Financial Officer, and the Chief Freedom of Information Act Officer. **Figure 2** shows GSA's executive sponsors, working group, and GSA's representation on OMB subworking groups.

As part of GSA's governance, the open government executives will work with the 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 time frames.

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

- Executive Summary.
- Introduction.
- Leadership, Governance and Culture Change.
- Engaging the Public to Formulate the Open Government Plan.
- Transparency.
- Participation.
- Collaboration.
- Flagship Initiatives.
- Cross-Agency Transferability.
- Conclusion.

The appendices are included to allow for easy extraction of stand-alone information such as the Strategic Action Plan for Transparency.



**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 through the creation of a high-priority performance goal 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.

**Open Government Aligns with GSA's Strategic Goals.** GSA's draft strategic goals are innovation, customer intimacy, and operational excellence. Participation plays an important part in our role as the innovations engine for the government. Inviting the public to participate in our processes and decisions helps us to engage in smart risk-taking as we 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 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.

The GSA Open Government Plan is a blueprint for implementing the principles of open government. GSA's mission, vision, and strategic and high priority 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 for the next two years. Our open government plan will evolve to

include our goals 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 4. Future updates to the plan will also monitor the progress and implementation of these initiatives.
- **High Priority Performance Goals.** The following are completed milestones for GSA’s high-priority open government and transparency performance goals.
  - By June 15, 2010, create a center of excellence in social media and serve as the online government clearinghouse for leading practices and success cases in the use of social media throughout the government.
  - By June 30, 2010, create three widely adopted social media “readiness assessments” tools piloted in at least three federal agencies.
  - By Sept. 30, 2010, 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.

## 4. ENGAGING THE PUBLIC TO FORMULATE THE OPEN GOVERNMENT PLAN

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From Feb. 6, 2010, to March 19, 2010, GSA conducted a dialogue with the public and employees, and solicited ideas for creating a culture of openness at the agency. The dialogue collected information on public input into the creation of the GSA Open Government Plan, proposed data sets to be published by GSA and data that should be on a website. GSA moderators monitored the site and categorized comments 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.

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

- Public consultation.
- Ideas chosen for implementation.
- Public dialogue.
- Open government mailbox.

### 4.1 GSA's Public Consultation

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

- Transparency.
- Participation.
- Collaboration.
- Innovation.

Registered members were able to share, comment on, 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 tool to engage 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.

## 4.2 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 implementation would not be feasible. The ideas are explained more fully in the [Report on GSA Citizen Engagement Public Dialogue](#). Of the 11, GSA is in the process of implementing the following six ideas:

1. Make eBuy solicitations available to all vendors for perusal.
2. Develop a better GSA Advantage search engine so it provides "Google-like" results that help agencies locate services.
3. Create a North American Industrial Classification System codes and GSA Schedules Program matrix or table that can be referred to that shows which GSA schedule solutions relate to which NAICS codes.
4. 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.
5. GSA should add more records to Data.gov from its public-facing websites, both on and off dot-gov networks.
6. Share contracting information across all regions; the contract specialist community, as well as other communities, aren't connected across the GSA Regions.

GSA will continue to evaluate ideas from the public to prioritize the ideas we choose for implementation. Visit our [Open Government Implementation Dashboard](#) to track our progress.

## 4.3 GSA's Public Dialogue

GSA continues its dialogue to increase public participation and to gather ideas about how we can improve openness. We are asking for public comments using the following forums:

- GSA Regulatory Review.
- The Better Buy project.
- The PBS Industry Relations Ideascale.

**GSA Regulatory Review.** The dialogue at [GSA Regulatory Review](#), open through April 15, 2011, asked the public to help us design a plan we will use to periodically review our regulations. We sought general suggestions about the factors we should consider, and the process we should use to review our regulations to help us set priorities in selecting regulations for review. We asked the public to include an explanation as to why a regulation should be amended, revised, streamlined, or removed.

**Better Buy.** The dialogue continues as we solicit advice on ways to use collaborative technology to improve federal government acquisition. The acquisition process – the way government buys goods and services – is among the most complex and least transparent aspects of government. The Better Buy Project is asking for the public’s best ideas on how to make the process more open and collaborative. We are looking primarily at the precontract-award stages of the process – the activities that take place before the government signs on the dotted line to buy a product or service. GSA will select promising ideas to be piloted on future acquisitions. Visit [Better Buy Project](#) for more information and to submit comments.

**PBS Industry Relations.** GSA's industry relations team still wants to hear from you. We are looking to the business community and other interested parties to help us create new and improved ways to get the word out on upcoming contracting opportunities with GSA's Public Buildings Service. Whether you're a small or large business, we welcome ideas on how PBS can improve vendor outreach and support. We are seeking input on ways to increase industry awareness of opportunities with GSA's Public Buildings Service, maximize industry access to critical information and resources, and support industry in doing business with PBS. Visit [PBS Industry Relations](#) to submit your ideas.

#### **4.4 GSA’s Open Government Mailbox**

GSA’s mailbox, [Open.Government@gsa.gov](mailto:Open.Government@gsa.gov) has been open for suggestions on our plan and initiatives since it was published April 7, 2010. Emails that we consider actionable are 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.



## 5. TRANSPARENCY

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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!](#)<sup>®</sup> more than 12 years ago to provide information on contracts and pricing. We also launched FirstGov.gov (now USA.gov) in September 2000 to facilitate public access to federal information.

In this section we provide information about GSA's:

- Strategic Action Plan for Transparency.
- Information Policies.
- Leadership and Support of Transparency Initiatives.
- Compliance with the Administration's Transparency Initiatives.
- Open Government Web Page.
- Informing the Public about GSA.
- Connecting Citizens and Agencies to Government Information.

### ***GSA.gov Launches Google Search***

You can now use Google on [gsa.gov](#). The Office of the Chief Information Officer has integrated Google search capabilities into GSA's website. 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 faster speeds and better quality search results. A particularly exciting feature is the 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!<sup>®</sup> search results, advanced search, and the option to search other GSA sites.

### 5.1 GSA's 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, we will ensure that 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 GSA's 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 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: effectiveness and efficiency of the operations producing and disseminating financial information; reliability of the financial information reported; and compliance with applicable laws and regulations. As we make progress toward implementing our 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:

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

GSA is 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 the following:

- Create an agency-wide 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 valuable and trustworthy information that facilitates innovation and collaboration to our stakeholders, including the American public.

**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. The Records Management Handbook describes the delegation of responsibilities for implementing the program. The handbook also names specific responsibilities for designated records managers, including monitoring implementation of recordkeeping activities. Employees must 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, develop such a schedule and submit to National Archive and Records Administration 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 Record Group 121.
- Federal Acquisition Service records are available through its predecessors,
  - The [Federal Acquisition Service](#), Record Group 137, and
  - Records of the [Information Resources Management Service, late Federal Telecommunications Service](#), Record Group 352.
- Records of the former [Real Property Management Service](#), now a part of PBS, can be found in Record Group 291.
- Records of defunct agencies from which GSA inherited responsibilities and records include:
  - the [Reconstruction Finance Corporation](#), Record Group G 234, and
  - the [War Assets Administration](#), Record Group 270.

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

**Freedom of Information Act.** GSA responds to FOIA requests within 20 business days and has a procedure in place to minimize backlog. GSA's staffing, processes, and system for handling FOIA requests ensure that all responsive, nonexempt 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 fiscal year 2009, GSA reported 1,306 full grants and 168 partial grants. The majority of denied requests were for contract information. GSA has no backlog to date this year. If a request becomes untimely, GSA contacts the requestor and completes the request in the shortest possible time frame. GSA's Office of General Counsel advises 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 such as 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 [GSA FOIA Web page](#).

**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 government-wide network of more than 150 agency Section 508 coordinators, provides in-person and online training, and creates and manages online 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, 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 quickly respond to inquiries and perform a variety of tasks that includes 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 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 its website and explains our policies and practices as they apply to our employees, contractors, and clients. For more information, visit [Privacy](#).

## 5.3 GSA's Leadership and Support of the Administration's Transparency Initiatives

GSA works closely with the Office of Management and Budget to develop, implement, and launch e-government initiatives to publicize government information to fulfill the requirements of the administration's open government agenda. GSA provides leadership and support for the open government initiatives included in this section.

**Data.gov.** The next generation of Data.gov launched with a better interface and improved capability to help citizens find and use the data they need. The public is able to search, sort, and filter data live online, create visualizations on the spot, and access visualizations



created by others. The next-generation hosting environment is based on a modular, cloud-based platform architecture, so it is available anywhere, anytime. Federal agencies have easy access to the cloud and are able to store their data directly with Data.gov. Smaller agencies will be able to host large amounts of data at a very reasonable cost, and application developers will be able to access data in real-time through open, consistent,

standards-based application programming interfaces. The next generation's new features will allow users to tailor applications to present only the data they need and will provide real-time updates to ensure that fresh data remain available. For more information, visit [Next-generation Data.gov](#).

**USASpending.gov.** GSA developed USASpending.gov in coordination with the Office of Management and Budget to meet the requirements of the Federal Funding Accountability and Transparency Act of 2006. The website'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 [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 website 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 [IT Dashboard](#).

**RegInfo.gov.** RegInfo.gov is a public website, operated and maintained by GSA’s Regulatory Information Service Center in cooperation with OMB’s Office of Information and Regulatory Affairs. The website is 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 [RegInfo.gov](http://RegInfo.gov).

## 5.4 Compliance with the Administration’s Transparency Initiatives

To comply with the requirements of the administration’s Open Government Directive, agencies must submit information about their data, spending, investments, Recovery Act, and rulemaking activities to the administration’s transparency initiatives guidance. The following sections include information about GSA’s processes for complying with these open government reporting requirements.

**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 to ensure 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. To learn more, visit [GSA's Data sets](http://GSA's Data sets).



**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 multi-agency 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 being submitted. Results that might affect IT Dashboard ratings are presented to the chief information officer for concurrence



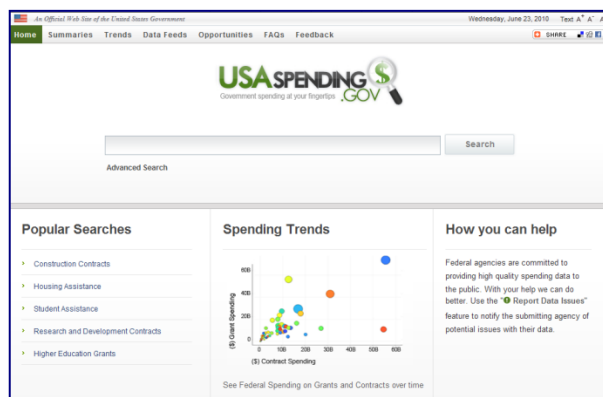
and direction before they are posted. GSA’s IT Executive Council reviews the status of the investments regularly. Visit [GSA's IT Dashboard](http://GSA's IT Dashboard) to learn more.

**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 weekly via Recovery.gov. Visit [GSA's Recovery Act](#) for more information.



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

managed by GSA. GSA's organizations enter contract data into the Federal Procurement Data System periodically. The GSA SmartPay<sup>®</sup> 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 receives charge card data provided by the banks and submits these data to

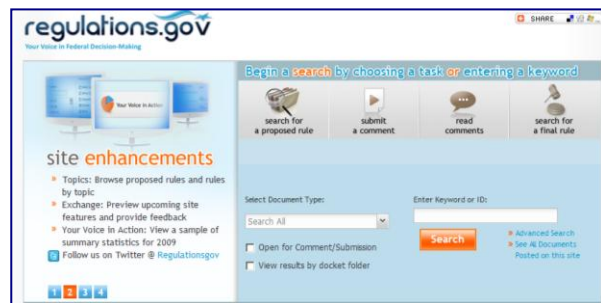


USAspending.gov each month. GSA submits its own data, as well as data for other federal agencies. Data are displayed by agency, as well as by business line (purchase, travel, and fleet). To learn more, visit [GSA's USA Spending](#).

**eRulemaking.** GSA's process for complying with the eRulemaking initiative is as follows:

- 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.
- Invite the public to visit regulations.gov and submit comments to advanced notices of proposed rules, interim rules, and information collections. On occasion, comments are requested for general notices.
- Respondents submit comments via the regulations.gov website, or fax and mail;
- All comments are posted on regulations.gov for viewing.
- 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. Regulation identifier 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](http://www.reginfo.gov). GSA's Acquisition News listserv informs subscribers of publications related to the Federal Acquisition Regulation, the General Services Administration Regulation and the General Services Acquisition Manual. Visit [Regulations.gov](http://Regulations.gov) for more information.





## 5.5 GSA's Open Government Web Page

**GSA's Open Government Web Page.** GSA's open government Web page provides information about the agency's current and ongoing open government activities and invites the public to share ideas. Visit [GSA.gov/Open](http://GSA.gov/Open) to learn more about our news and resources, and open government highlights. The page is updated regularly with new data sets and information about other GSA open government initiatives.

**GSA's Open Government Initiatives**

**New GSA Program Helps Businesses Learn, Grow**

GSA's new Business Breakthrough program enhances transparency by helping businesses better understand the intricacies of the Federal marketplace and GSA's contracting vehicles and take advantage of opportunities for growth. [Find out more >](#)

**SENIOR OFFICIALS LEADING GSA'S OPENGOV EFFORTS**

**David McClure**  
Associate Administrator  
Office of Citizen Services and Innovative Technologies,  
Leading Open Government

**Kathleen Turco**  
Associate Administrator  
Office of Governmentwide Policy,  
Co-Leading Open Government,  
Senior Accountable Official, Quality of Government  
Spending Information

[GSA Leadership Directory](#)  
[Staff Directory](#)

**ADDITIONAL RESOURCES**

[Congressional Affairs](#)  
[Freedom of Information Act](#)

**HOW TO REACH US**

Email: [Open.Government@gsa.gov](mailto:Open.Government@gsa.gov)

Phone: 1-800-FED-INFO (1-800-333-4636)

Mall:  
Open Government  
U.S. General Services Administration  
1275 First Street, NE  
Washington, DC 20417

**OPEN GOVERNMENT LINKS**

[Open Government Directive](#)

**Open Gov Overview**

President Obama's Open Government Directive instructs all federal agencies to actively open their operations to the public. GSA's efforts are rooted in three principles at the heart of the directive.

**Transparency:** GSA promotes transparency in government by providing reports, data, and other information to let the American people know how the agency is working on their behalf.

**Collaboration:** GSA encourages collaboration by developing solutions for other government agencies and partnering with other organizations to make government more effective.

**Participation:** GSA enables participation by allowing citizens to contribute ideas and opinions to improve the agency's ability to serve them.

**OPEN GOV HIGHLIGHTS**

- GSA Seeks Input on Regulations
- Portal Streamlines Resources
- New GSA Advantage Makes Purchasing User Friendly
- Sustainability Plan Unveiled
- New GSA datasets published on Data.gov

**IN THIS SECTION**

- ▶ [News and Resources](#)
- ▶ [Initiatives](#)
- ▶ [High Value Datasets](#)
- ▶ [Open Government Plan](#)

Figure 3. GSA.gov/open Web Page

## 5.6 Informing the Public about GSA

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

GSA utilizes a robust multichannel approach to communicate our business activities and initiatives, products, and the work under way by our 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 updated Open Government Communications Plan is included as Appendix 1. The 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 key activities, and print and electronic media to communicate with the public.

**Key Links.** The following key links provide more information about GSA and ways to stay informed about our business and activities:

### GSA Blogs

- Dave McClure's "[Dr. Dave's Digital Doodle](#)" from GSA's Office of Citizen Services and Innovative Technologies.
- Sonny Bhagowalia's "[Data.Gov / Open Data](#)" from GSA's Office of Citizen Services and Innovative Technologies.
- Casey Coleman's "[Around the Corner](#)" from GSA's Office of the Chief Information Officer.
- Mary Davie's "[Great Government Through Technology](#)" from GSA's Federal Acquisition Service Office of Integrated Technology Services.

### Get Email Alerts

- Sign up [here](#) to receive email alerts about GSA events, programs, and people.

### Subscribe to RSS Feeds

Use [RSS reader](#) (Web syndication tool) to get the latest GSA news releases, Web news, or administrator and key staff speeches.




## GSA Events

Visit [GSA Events](#) to learn more about event listings for GSA regions, upcoming events and training, and to view past events. The site includes dates and locations for GSA-sponsored seminars, workshops, meetings, and other events, and provides information about training programs by topic and other online training offered to federal employees and vendors. Highlights of some of the events sponsored by other organizations that GSA participated in are also accessible from the website.

## From the Newsroom

- [News Releases](#). Stay up to date on GSA activities, from acquisition policy to zero environmental footprint.
- [Web News](#). Online news and archives.
- [Speeches](#). View speeches by Administrator Martha N. Johnson and key officials.
- [Videos](#). Brief, informative news videos available for online viewing or download.
- [Photo Galleries](#). Highlights from GSA events, conferences, and public programs.
- [Congressional Testimony](#). Testimony from GSA key officials, dating from 1997.

## Connect With Us

-  [Facebook](#)
-  [YouTube](#)
-  [Twitter](#)

## Catalogs, Publications, Newsletters, and Email Notifications.

- Catalogs and Publications
  - GSA publishes a wealth of information for government agencies, employees, vendors, and the public. [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.](#)

## 5.7 GSA Connects The Public and Agencies to Government Information

**Recovery Act.** For federal contractors and businesses interested in providing goods and services to the government, the American Recovery and Reinvestment Act of 2009 offers many opportunities. GSA helps government agencies receiving funds as part of the Recovery Act by offering an array of innovative products, services, and buildings and real estate solutions so agencies can use Recovery funds more effectively. Visit [GSA Recovery Act Solutions](#) to learn more about how GSA can help federal agencies doing Recovery Act business. We also assist customers doing Recovery Act business with GSA. For example, GSA's [FedBizOpps.gov](#) provides a comprehensive database of all major government solicitations, contract awards, subcontracting opportunities, surplus property sales, and foreign business opportunities with the federal government. Visit [GSA Recovery Act](#) to learn more about how businesses can participate.



### Communications Concerning Recovery Act Funds

On March 20, 2009, President Obama issued a memorandum for heads of executive departments and agencies entitled "[Ensuring Responsible Spending of Recovery Act Funds](#)." In compliance with the president's memorandum and the updated guidance, all oral and written communications with federally registered lobbyists concerning Recovery Act policy or projects for funding will be documented and posted on [GSA's Recovery website](#).

### Communications with Registered Lobbyists

- [Registered Lobbyist Contact Disclosure Forms](#)
- [Written Communications](#)

### GSA Recovery Act Plans and Reports

- [GSA's Agency-wide Recovery Plan](#)
- [GSA's Public Buildings Services Federal Buildings Fund](#)
- [GSA's Public Buildings Services Office of Federal High Performance Green Buildings Plan](#)
- [GSA's Acquisition Service Energy Efficient Federal Motor Vehicles Fleet Procurement](#)
- [GSA's Public Buildings Service Project Plan](#)
- [GSA's Federal Acquisition Service Project Plan](#)

**Freedom of Information Act.** Open government requires agencies to work proactively to respond to FOIA requests promptly. The president instructs agencies to use modern technology to inform our citizens about what their government is doing. GSA is committed to the open government initiative and is working to expand electronic government. We continue to use our website to disseminate our information to the public. Our responsibility is to provide you with copies of the documents you are entitled to receive under the law. Visit [GSA's FOIA Library](#).



**GSA's Office of Small Business Administration Data.** The Small Business Dashboard provides information about small-business participation in federal contracting. GSA's page includes small-business data for those owned by women; minorities; socially and economically disadvantaged individuals; and service-disabled veterans of our armed forces. The dashboard features a tool that users can apply to design their own snapshots of small-business data. Users can then save the resulting data set as a file or publish a dynamically updating feed of the data. The dashboard enhances transparency and helps federal agencies and the public assess the government's performance in meeting statutory goals for small-business contracting. GSA's small-business data is available on the dashboard at [GSA Small Business Contracts](#).

Goal Category	Eligible Dollars	Actual Dollars	Goal %	Actual %
Small Business	\$432.4B	\$98.3B	23 %	22.73 %
Small Disadvantaged Business	\$432.4B	\$33.8B	5 %	7.83 %
Women Owned	\$432.4B	\$17.4B	5 %	4.03 %
Certified HUBZone Small Business	\$432.4B	\$12.0B	3 %	2.78 %
Service Disabled Veteran Owned	\$432.4B	\$19.8B	3 %	2.49 %

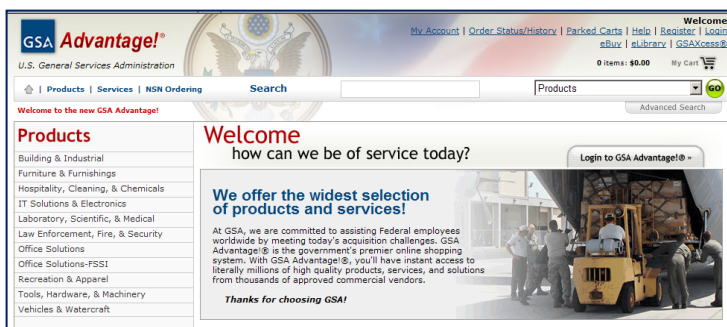
Additionally, GSA's Office of Small Business Utilization has many resources to help small businesses compete. One valuable resource is the "[Doing Business with GSA](#)" booklet, geared toward new and prospective contractors. It explains the process, offers practical advice, and lists helpful websites. Those businesses seeking subcontracting opportunities can also review GSA's [subcontracting directory](#).

**Urban Development eNews.** GSA's Urban Development eNews highlights activities across the country demonstrating how collaboration can yield multiple benefits to our communities and our customers. For example, the Pioneer Courthouse, built in 1875, in Portland, Oregon, is important to the people of that city. GSA embarked on an ambitious effort to ensure the building's longevity, and collaborated with officials, historic preservationists, and community business and tourism groups to make substantial interior improvements. For more urban development news, view the [eNews Archives](#) or request a newsletter using an [eNews Request Form](#).



**Capital Investment and Leasing Program Prospectus Library.** GSA's Capital Investment and Leasing Program Prospectus Portal is an electronic repository for prospectus-related actions. Based on an idea submitted through our GSA Open Government Mailbox, creating the prospectus library demonstrates that GSA is listening to the public and acting on what we hear. GSA requests authorization from its congressional authorizing committees (Senate Committee on Environment and Public Works and House Committee on Transportation and Infrastructure) for proposed capital and leasing projects with funding that exceeds the established annual prospectus threshold. The portal contains all GSA-approved prospectuses submitted for congressional authorization since FY 2010. Visit [GSA Capital Investment and Leasing Program Prospectus Portal](#) to learn more.

**GSA Advantage!®** GSA's Federal Supply Service responded to the second idea chosen for implementation from our initial public dialogue: "Develop a better GSA Advantage Search Engine so it provides 'Google-like' results that help agencies locate services." GSA upgraded the GSA Advantage!® website in January 2011. The new website leverages some of the latest and most widely used commercial technologies, has an



enhanced search functionality, and has a more streamlined, intuitive, and user-friendly format. It is now also easier for customers to compare prices from multiple suppliers for the same product, which enhances their ability to make good purchasing decisions. Vendors are now able to post

more detailed information on their products, including video and high-resolution pictures. Visit [GSA Advantage!](#)® for more information.

**USA.gov.** The U.S. government's official Web portal recently launched several new capabilities to make the government website more transparent and engage the public effectively. Through a robust search engine and a newly created mobile apps gallery, the site now makes it easier for the public to do business with government, and get government services and information electronically. This site supports access and transparency at all levels of government: federal, state, local, tribal, and territorial. USA.gov's new state-of-the-art search engine is nine times faster than the previous website and helps the public navigate through official government information with a "related search-as-you-type" function, suggested search phrases and related search topics. Results are based on topic relevancy not paid advertisements, and include the option to search government images, forms, and recalls. These navigation aids guide users to information intuitively, quickly, and conveniently. Visit [USA.gov](http://USA.gov) to learn more.



**Notifications.gov.** USA.gov recently launched Notifications.USA.gov, giving the public easy access to real-time updates on topics ranging from food recalls to weather emergencies. This new menu puts real-time notifications at citizens' fingertips or in the palm of their hands, and already includes more than 7,000 updates covering 6,200 topics from across 144 federal agencies and offices. The public can sign up for updates on topics of interest and have them delivered via e-mail, text, or RSS feeds. Any federal agency can add feeds or email notifications to the menu. Visit [Notifications.usa.gov](http://Notifications.usa.gov) for more information.



**GobiernoUSA.gov.** As part of the federal government's effort to make information more accessible to the public, GSA recently launched a mobile version of GobiernoUSA.gov. The official portal of the U.S. government in Spanish, the website offers access to a bounty of government websites, programs, and services. The public can now use mobile devices to more easily search for government information on such popular topics as employment, government benefits, food safety, and education. The mobile site is accessible at [GobiernoUSA.gov](http://GobiernoUSA.gov).



**e-Tools.** GSA’s e-Tools Web portal provides a one-stop resource where federal agencies and the public can quickly learn about an array of GSA products and services. From buying paper clips to leasing public buildings, e-Tools allows GSA to better serve our customers by providing an efficient and cost-effective way to do business. Visit [e-Tools](#) to learn more. For example, eBuy is GSA's latest electronic business innovation. The eBuy tool is an electronic request for quote/request for proposal system. Buyers can use eBuy to request information and find sources to fulfill their requirements. State and local government entities may use eBuy to post requests for quotations for GSA schedule supplies and services. The eBuy tool provides sellers with greater opportunities to offer quotations and increase business volume for supplies and services provided under their schedule and technology contracts. Visit [eBuy](#) for more information.



**Transparency Tools and Forums.** The following transparency tools and forums connect the public and agencies to government information:

- [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](#)<sup>®</sup>, 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<sup>®</sup> system.
- 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.



**Consumer Information.** GSA’s Office of Citizen Services and Innovative Technologies’ consumer information website provides information for everyday life. The site is a trusted, one-stop source for information about federal government programs and services, and offers information on topics such as money management, scams, federal benefits, identity theft, government auctions, health, housing, and jobs. In times of crisis, GSA works around the clock to link the public with vital government information, whether the emergency is at home or abroad. Our cross-channel approach ensures that the same accurate updates are available to consumers calling our contact center agents or checking one of our websites.

The following hot links provide more consumer information:

- [Websites.](#)
- [Toll-Free Telephone.](#)
- [Print Publications.](#)
- [Media Resources.](#)

## 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 members of 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.

In this section, we provide information on GSA's:

- Public Engagement Initiatives.
- Employee Training and Engagement Tools.
- Changes to Internal Management and Administrative Policies.

### 6.1 GSA's Public Engagement Initiatives

**Regulatory Review.** GSA recently initiated a periodic retrospective review of our existing significant regulations to determine whether any such regulations should be amended, revised, streamlined, or removed. These changes will make the agency's regulatory program more effective or less burdensome in achieving the regulatory objectives. Our aim is to define a method and schedule for periodically identifying significant rules that warrant revision or removal because they are no longer justified or necessary. Our review may also reveal that an existing rule is needed, but has not operated as well as expected, and that a stronger, expanded, or somewhat different approach is justified. A public dialogue was open through April 15, 2011, and we are reviewing comments received and will give the public's



ideas careful consideration. Later this year, you will have the chance to read our retrospective review plan as well as an initial list of regulations that we plan to review first. View [Improving GSA Regulations](#) to learn more.

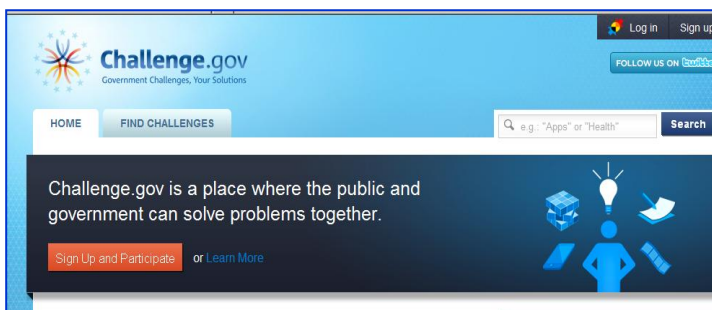
**Federal Advisory Committee Act.** GSA recently launched a website to make it easier for the public to understand FACA activities. The website provides easy access to highly requested information from the FACA database, and makes it easy to find and understand



how to participate in federal advisory committee meetings across the government. The past 10 years of data is presented on the current FACA database on GSA.gov and is also presented on Data.gov. Federal agencies

use the FACA database to manage an average of 1,000 government-wide advisory committees. Congress also uses the database to perform oversight of related executive branch programs. The public, the media, and others use the website to stay abreast of important developments resulting from advisory committee activities. Although centrally supported by GSA, the database represents a true "shared system" wherein each participating agency and individual committee manager has responsibility for providing accurate and timely information. The new database provides a wide array of users with access to data required by FACA. Visit the [FACA Website](#) to learn more.

**Challenge.gov.** In September 2009, when the president unveiled his strategy for American innovation, he called on government to “use prizes and challenges to solve tough problems, support the broad adoption of community solutions that work, and form high-impact collaborations with researchers, the private sector, and civil society.” Challenge.gov is a government-wide platform that facilitates innovation through challenges and prizes. The website allows the public to access all federal government challenge opportunities in one place; stores the information in easy, creative ways; and offers notifications of new challenges. Challenge.gov opens up opportunities for universities, companies, nonprofits, and individuals to contribute their creative ideas to



solve the government’s most complex challenges. Agencies and society benefit from multiple teams or individuals competing and submitting their best ideas and solutions because it leverages the creativity of those outside of government and Washington. Launched to

the public in September 2010, Challenge.gov (evolved from ChallengePost) debuted with more than 35 unique challenges from more than 15 departments and agencies. The website currently features 71 challenges from 27 departments and agencies, and more than 7,700 “supports” have been registered for challenges, each indicating an instance where people asked to stay involved in a challenge that they found important or meaningful. Challenge.gov is truly demonstrating government’s ability to reach far outside the Washington Beltway for innovative ideas. Visit [Challenge.gov](#) to learn more.



**Video Competition.** USA.gov’s video competition is an example of GSA using prizes and challenges. GSA offered a \$2,500 prize to the person who submitted the most creative video showing how the award-winning website has made life easier. Through April 2, 2010, the public could upload 30- to 90-second videos to USA.gov. The winning video

was the one that showed the most creative, entertaining, or inspiring video. The video was showcased on YouTube for everyone to see. The contest was part of GSA’s effort to have a more public-centered government that is transparent, participatory, and collaborative. [Video Contest](#)

**Meet the USA.gov Video Contest Winner!**

It's a victory for stay at home Dads everywhere! Peter Sullivan, of Nashville, Tenn., 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 more than 30 other entries.



was chosen from more than 30 other entries.

**Better Buy Project Pilots Wiki.** GSA is engaging in the BetterBuy Project, an online dialogue with the acquisitions community to make government buying more open and collaborative. The Federal Systems Integration and Management Center has begun to act on the ideas you submitted by launching two acquisitions with the new [BetterBuy pilot wiki](#). The new wiki, originally proposed in an idea on this site, will gather and use input from the public outside the traditional acquisition community to improve the acquisition process. 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. To date, GSA has received positive feedback



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. To date, GSA has received positive feedback

from industry on the approach. Visit the [Better Buy Project](#) to learn more and submit comments.

**Green Proving Ground.** GSA's Green Proving Ground Program will harness the potential of innovative buildings technologies and practices that accelerate environmental efficiency in building operations. By evaluating and adopting new ideas and technologies, GSA will drive innovation in environmental performance across the agency's portfolio and will help to lead market transformation. As part of the Green Proving Ground Program, GSA has issued a request for information and is creating a [registry of technologies and practices](#). Commercial organizations, companies, educational institutions and nonprofit organizations are invited to submit their innovative building technologies and ideas to be included in the registry. On a limited and carefully controlled basis, this program will test and evaluate innovative technologies and practices in selected GSA-owned buildings across the country. For more information, visit the [GSA Green Proving Ground Program](#).



## 6.2 GSA's Employee Training and Engagement Tools

**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 more than 15,000 attendees from more than 100 federal, state, and local agencies. By leveraging its government-wide 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 more than 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 government-wide online dialogue tool, launched on February 6, 2010. The program trained moderators from 24 agencies on how to maintain the IdeaScale dialogue

tool, manage comments, and create a meaningful dialogue 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

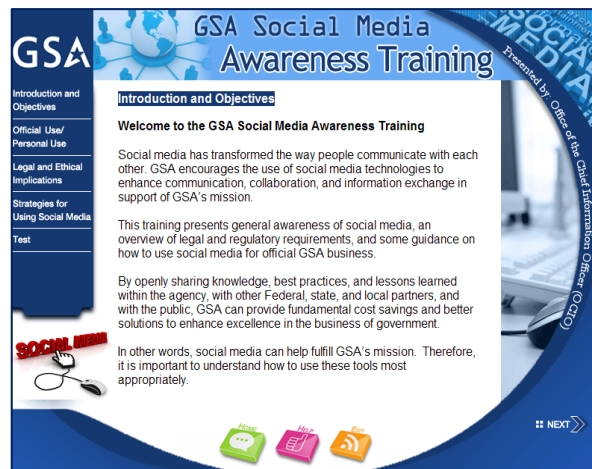
they will reach a diverse, cross-agency audience; and reduces costs by centralizing the management of the training program and procuring one training contract that benefits many agencies. The program adds value since many agencies do not have the training funds or resources to maintain this kind of high 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. To learn more, visit [Web Manager University](#).

**Online University Offers Social Media Awareness Training.** Social media awareness training is now available on GSA's Online University. The training focuses on the use of social media in an official capacity and provides useful information on using social media tools for collaboration with customers and stakeholders. This training lasts approximately

forty-five minutes and presents general information about social media, an overview of legal and regulatory requirements, and some guidance on how to use social media for official GSA business. By openly sharing knowledge, best practices, and lessons learned within the agency with other Federal, state, and local partners, and with the public, GSA can provide fundamental cost savings and better solutions to enhance excellence in the business of government. In other words, social media can help GSA to fulfill its mission, and it is important for employees to understand how to appropriately use these tools. The course is divided into several lessons, by major topic, and each lesson helps the user to understand a key principle about the appropriate use of social media. Social media has transformed the way people communicate with each other, and



GSA encourages the use of social media technologies to enhance communication, collaboration, and information exchange in support of GSA’s mission.

**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 plans to collaborate with other internal offices to harness the power of these Web 2.0 tools and use them in the most strategic ways.

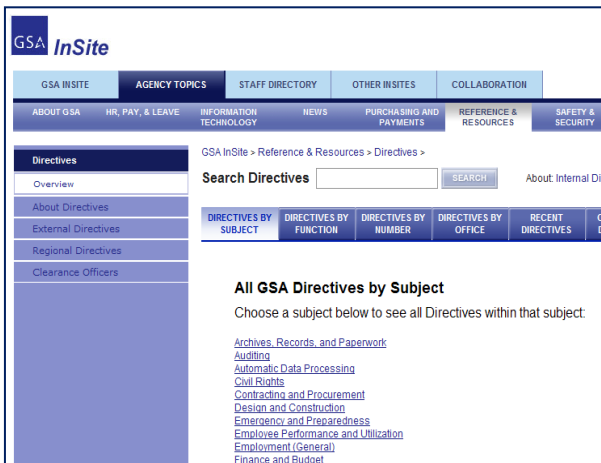
Web 2.0 tools and associated thinking will continue to be more widely used and embedded in GSA work in the next few years. The OCIO is collaborating with the Office of Citizen Services and Innovative Technologies to ensure GSA uses the power of Web 2.0 in the most strategic manner possible. Web 2.0 tools such as 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 of 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 rules for communications and helps them to think about how they apply to what appears on sites such as 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.

### 6.3 Changes to Internal Management and Administrative Policies

GSA’s leadership plans to regularly evaluate the effectiveness of management practices and policies based on guidance 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 that is appropriate for public review and comment. Starting in July 2010, GSA started reviewing directives to identify those that could be revised to incorporate open government principles.



GSA comprises 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 service or 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 that 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 agency's intranet site.

The clearance process for an internal directive can take 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. Adding this review and comment period to GSA's internal clearance process will increase opportunities for public participation. The comment period will allow the public to participate in and provide feedback on our internal management and administrative policies. For more information, contact Donald Jodrie at [don.jodrie@gsa.gov](mailto:don.jodrie@gsa.gov).



## 7. COLLABORATION

As the organization charged with supporting federal agencies and their operations, GSA has a unique collaboration role. While participation involves GSA’s work with the public, collaboration involves 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 government-wide 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:

- Government-wide Collaboration.
- Collaboration Across Levels of Government.
- Mission Collaboration.

### 7.1 GSA’s Government-wide 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. Visit [GSA Policy Change Management Model](#) to learn more.



**Federal Management Councils.** GSA provides funding to the Chief Acquisition Officers Council, the Chief Financial Officers Council, the Chief Information Officers Council, the Performance Improvement Council, and the Chief Human Capital Officers Council. 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 support in these areas: finance, meetings and events, award programs, documents, websites, and listservs. GSA’s support facilitates collaboration by helping the councils to manage and overcome operational obstacles.



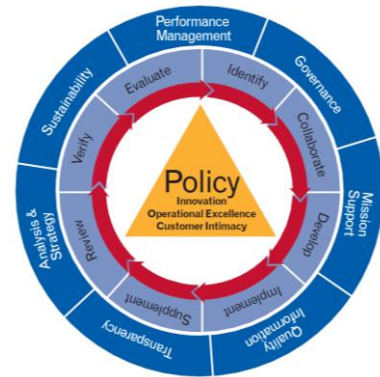
**Electronic Federal Asset Sales and GovSales.gov.** Electronic federal asset sales, also known as eFAS, is an e-government program to improve and optimize the way the federal government sells its personal and real property assets. The eFAS program focuses on the sales phase of asset life cycle management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

computers to jewelry. Before the portal was created, the government advertised its property using more than 163 federal websites, 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](http://www.govsales.gov).

**Policy Evaluation Report.** GSA collaborates with federal agencies to develop and implement government-wide 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 government-wide policy and the policy's effectiveness at each federal agency level. GSA evaluates the adoption of best practices and innovative tools that enable federal officials to prudently manage their assets. These collaborative efforts help determine whether agencies can achieve the outcomes intended by these policies. The results of the government-wide policy review are published in the Center for Policy Evaluation's report, available at [GSA's Center for Policy Evaluation](http://GSA's Center for Policy Evaluation) Web page.



**Interagency Resources Management Conference.** IRMCO is an annual executive forum sponsored by GSA to stimulate innovation, transparency, and collaboration among thought leaders, government executives, and industry leaders. The conference provides a unique opportunity for attendees to collaborate on key strategies that shape and transform government management priorities of the future. IRMCO is developed in conjunction with members of policymaking organizations such as the Office of Management and Budget; and the Chief Information Officers, Chief Financial Officers, Chief Acquisition Officers, and Chief Human Capital Officers councils. To view coverage of the event, visit [IRMCO 2011](http://IRMCO 2011).



To view coverage of the event, visit [IRMCO 2011](http://IRMCO 2011).

**FedSpace.** In 2009, President Obama’s [Open Government Memorandum](#) and [Open Government Directive](#) directed federal agencies to increase collaboration among themselves and to optimize the use of information technology to foster this collaboration along with transparency and participation—three principles forming the cornerstone of an

open government. FedSpace is a pilot e-Government application developed by the Office of Management and Budget and GSA as a new kind of collaborative intranet for Government. FedSpace is a secure intranet and collaboration workspace for federal employees and authorized contractors. While some federal agencies have tools for internal collaboration, these are often agency-specific and can not be easily used across agencies. Designed “for Feds, by Feds,” FedSpace enables government employees to work securely and collaboratively across agencies by leveraging common tools, making content



and resources available more consistently, and providing Web 2.0 technologies. FedSpace fills a gap in information by providing a common federal enterprise intranet and providing space for user-generated content, news, and links to resources that the community needs. Currently FedSpace is in its beta pilot release with limited users. As the development continues, new releases will bring enhanced functionality. To learn more, visit [FedSpace](#).

## 7.2 GSA’s Collaboration Across Levels of Government

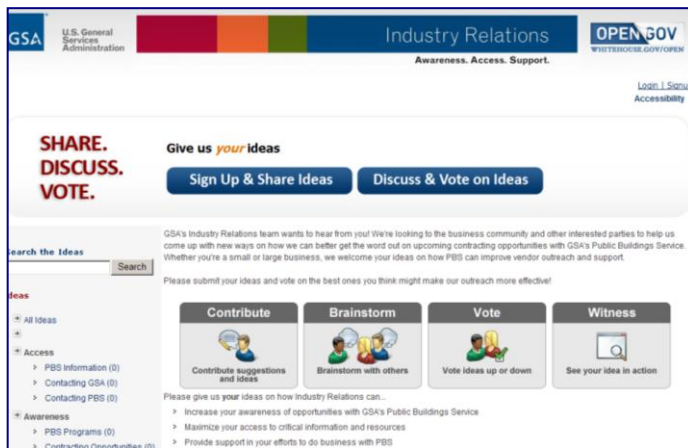
**Communications Office Collaborates with State and Local Governments.** GSA maintains a close working relationship with state and local organizations and exchanges best practices in government procurement, stimulus spending, social media, and IT leadership. GSA serves as a conduit to state associations such as the National Association of State Chief Information Officers, the National Association for State Procurement Officials, and the National Association of State Budget Officers. 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 National Association of State Chief Information Officers 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 bimonthly webinars for OMB officials, federal chief information officers, 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 bimonthly webinars about how to introduce them to GSA’s

Web manager support, for example, USA.gov, USASearch, GobiernoUSA.gov, www.webcontent.gov, Web Manager University, and social media.

### 7.3 GSA's Mission Collaboration

**Public Buildings Service Industry Relations Opens Dialogue to Enhance Awareness, Access, and Support.** GSA's Public Buildings Service Industry Relations Division is using the collaboration tool, Ideascale, to reach out to the business community and other interested parties. The recent Ideascale launch 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 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 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.

The Public Buildings Service wants to show the vendor community that GSA is listening and aiming for openness as an operational standard within the PBS division. By the end of the second quarter of FY 2012, GSA plans to have launched 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](mailto:industryrelations@gsa.gov), to accept industry questions, comments, and requests for assistance. PBS later launched a Twitter site, [gsapbsird](https://twitter.com/gsapbsird), to share PBS news, information, and contracting opportunities. The PBS Industry Relations Division 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. Visit [PBS Industry Relations](#) for more information.

**The ePubs (Google) U.S. Government Bookstore.** GSA is working with the U.S. Government Printing Office to make popular government publications available for free electronic download through Google. GPO is working in partnership with the Google



Book Partner Program to make 100 consumer-related federal government publications available through GSA's Federal Citizen Information Center on Google Books. The public can view and download PDF copies of these publications on desktops, laptops, and various e-readers. The FCIC plans to add more consumer publications to its e-book offerings following this pilot program. The public can also order hard copies of the publications on [Google Books](#) and through the [GPO's Online Bookstore](#). GSA's

market research confirms that 74 percent of the public wants government information online and in printed form. We want to embrace the changing environment and provide important consumer-related information where people want to consume it – on their computers, on their mobile devices, or on paper. Visit the [U.S. Government Bookstore](#) to learn more.

**Business Breakthrough.** The White House and GSA's Office of Small Business Utilization launched Business Breakthrough, a program to help businesses secure and keep government contracts and take advantage of opportunities for growth. At GSA, we know that businesses are the engines of job growth, and we are working to provide information that will expand opportunities to contract with the federal government. GSA's Business Breakthrough program will help businesses better understand the intricacies of the federal marketplace and GSA's contracting vehicles. To learn more, visit [Business Breakthrough](#).



**Federal Acquisition Regulation Slam.** GSA Administrator Martha N. Johnson and Office of Federal Procurement Policy Administrator Daniel Gordon brought together Federal Acquisition Regulation rule-making partners at GSA, NASA, and the Department of Defense to develop bold, new ways to improve the product quality and timeliness of the Federal Acquisition Regulation process. GSA hosted its first interagency "slam" with procurement- and policy-drivers to identify key improvements to the regulation's rule-making process. A slam gathers key decision-makers in one room to solve specific problems, and no one leaves until specific outcomes are achieved. These efforts will remove barriers and increase transparency in federal government acquisitions. "We need a tuneup on our system," Johnson said. "Right now, we are driving our father's car. It works, but is showing its age. I want a modern, electric car version of the FAR to take us where we need to go reliably and quickly." To view coverage of the event, visit [GSA Federal Acquisition Regulation Slam](#).

**Federal Acquisition Service.** 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. To learn more see the [DISA News Release](#).

## 8. FLAGSHIP INITIATIVES

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The Office of Management and Budget directed agencies to describe at least one specific new transparency, participation, or collaboration initiative being implemented or planned — a flagship initiative. GSA now has six flagship initiatives; four were included in our initial plan, and two new flagships have been added. The new flagship initiatives provide more government information to the public and help businesses understand the intricacies of the federal marketplace.

GSA’s six flagship initiatives are highlighted in this section.

- Terms of service agreements.
- Open government public engagement tool.
- Challenges and prizes platform.
- Citizen engagement platform.
- Business Breakthrough.
- ePubs (Google) U.S. Government Bookstore.

**GSA’s Current and Future Open Government Activities Within One to Three Years.** Each flagship initiative can impact every federal government agency in keeping with GSA’s mission to support federal agencies in conducting their missions. Through these efforts, GSA supports the administration’s goal of creating a more open government and fosters openness for the entire federal government. Appendix 4 includes the high-level milestones and timelines depicting where GSA plans to be in the next one to two years, and Appendix 5 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 have 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. The providers' 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 that 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 former GSA Office of Citizen Services and Communications, now the GSA Office of Citizen Services and Innovative Technologies enlisted the help of enthusiastic attorneys in their agencies and in 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 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](http://www.Apps.gov). By using these published agreements, agencies 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/USA.gov>. 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.

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, dialogues, blogging, and other means of online interaction.

## 8.2 Open Government Public Engagement Tool

The Open Government Directive requires 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 would rise to the top for agency review. The former GSA Office of Citizen Services and Communications, now the GSA Office of Citizen Services and Innovative Technologies, 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. Within 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 within a relatively short time period. 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 on 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 the federal government. More than 1,400 ideas, 3,200 comments, and 32,000 votes from more than 6,400 users were logged across these 23 simultaneous open government dialogues by March 19, 2010.

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

totaled about \$10,000 for all agencies combined. The costs were significantly less than individual agencies would have incurred if they 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>.

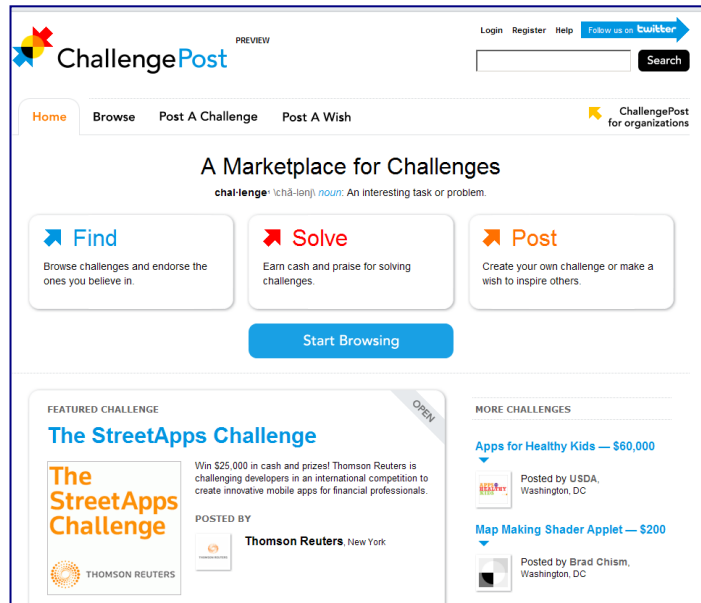
GSA also established a community of practice in government online engagements by convening and leading an interagency community of more than 130 moderators and new media points of contact. This effort also nurtured agency-led innovations such as the National Aeronautics and Space Administration's real-time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

GSA has posted and will regularly update data sets with the full text of ideas and comments, as well as the number of votes and users, for each agency on WebContent.gov. [http://www.usa.gov/webcontent/open/data\\_reports.shtml](http://www.usa.gov/webcontent/open/data_reports.shtml).

Federal agencies now have the capability to use this and other engagement tools to continue dialogues 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, the Office of Management and Budget 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 provided a Web-based platform to manage contests and prizes. The platform allowed the federal government to post problems and invite users to suggest, discuss, and judge solutions. GSA worked 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 are encouraged to use challenges and prizes to solicit ideas, new approaches, and solutions to open government, innovation, and other administration priorities. GSA developed vehicles to make it easier for agencies to access the necessary products and services to run innovation challenges.



Agencies needed technical assistance when structuring and conducting contests, and also needed products and services to help them gain the maximum benefit from the marketplace as they identify and pursue contest initiatives. GSA also provided government-wide services to share innovation challenge best practices and helped agencies to 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 for a no-cost solution and selected ChallengePost from a pool of seven competitors. This government challenge platform became available in July 2010 to help federal agencies engage the public using challenges and contests. Agencies can post problems and invite the public to suggest, discuss, and deliver solutions; and the public can 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 available on Webcontent.gov at [Innovation Challenges and Contests](#). Starting in July 2010, GSA provided 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 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 and was launched in beta with blog and a lightweight challenge/contest tool in June/July 2010. The beta test added more agencies based on user feedback during the remaining months of FY '10. The platform will also be



expanded to include additional tools, including groups/forums, wikis and issue reporting tools. A help and 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. Open source code is published and made available to the public, enabling anyone to copy, modify and redistribute the code without paying royalties or fees.

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 with codes and to provide ideas to improve the system. We are reaching out to WordPress.org to learn more about their work developing and expanding their multiuse 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 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.

## 8.5 Business Breakthrough

The White House and GSA launched a program to give companies a leg up in federal contracting. Business Breakthrough is a new GSA program to arm businesses with information that will help them compete for federal purchases that flow through GSA each year.

Business Breakthrough will offer companies a robust workshop agenda full of up-to-date information on how to navigate government contracting. The program is a vital next step in our efforts to maintain an open dialogue with the business community and provide innovative companies with the tools to grow and create new jobs. GSA envisions the program being particularly useful to



companies that are too large to qualify for small-business procurement advantages, but not large enough to compete with the nation's largest corporations.

GSA leverages the government's buying power through responsible acquisition of products and services, making up approximately 14 percent of the government's total procurement dollars. Business Breakthrough will offer workshops for companies with varying levels of experience with federal contracting. Workshops will give participating companies access to information on how to succeed in federal contracting through GSA's contracting vehicles. Representatives from GSA, industry, and other federal agencies will provide information and guidance including real-world case studies from across industries.

GSA is positioned at the crossroads of business and government. Our work touches 14 percent of all federal contracts and about \$50 billion worth of business each year. Business Breakthrough will help companies maximize their competitiveness to tap into this market. Visit [GSA Business Breakthrough Program](#) for more information.

## 8.6 ePubs (Google) U.S. Government Bookstore



One of GSA's longest-running publication programs providing consumers important information on health, government benefits, managing finances, and more is

now available for free electronic download through a program with Google books. Since 1970, GSA's Federal Citizen Information Center in the Office of Citizen Services and Innovative Technologies has been distributing government consumer publications on topics such as staying healthy, understanding government benefits, managing finances and saving money, and avoiding scams and identity theft. GSA entered into the partnership with the U.S. Government Printing Office and Google Books to distribute these federal government consumer-related publications free of charge. The publications are being distributed both electronically from Google, as well as in hard copy by the FCIC print distribution facility in Pueblo, Colo., which is operated by GPO for the FCIC. The publications are available through a specific search on Google books and also through a general Google search. The public is able to freely view and download PDF copies of the publications not only to desktops and laptops, but also on various e-readers and mobile devices.



This new program is a result of FCIC's spring 2010 focus groups with federal agency partners and citizen market research conducted with Forrester Research Inc., and The Polling Co. Inc. Findings indicated a strong interest on the part of consumers in acquiring electronic copies of publications for their e-readers and laptops. Currently 8 percent of the public already downloads e-books, 4 percent to e-readers, and 4 percent to laptop computers. FCIC's market research further confirms that 74 percent of the public wants government information both online and in printed form. In addition, 47 percent of consumers indicated they would browse a website or shop around for government publications, and 63 percent of consumers would view or download publications if they were free.

The ePubs bookstore expands the reach of federal consumer information by leveraging new digital technology. The public will be able to view and download PDF copies of the publications on Apple's iPad, Sony's Reader, the Barnes & Nobel Nook, and Android-based phones. GSA is embracing the changing environment and is placing important consumer-related government information into the hands of those who want and need it. We are happy to help our partner agencies take advantage of this exciting opportunity to participate in the distribution of electronic copy publications. Visit [U.S. Government Bookstore](#) for more information.

## 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 the Office of the Chief Information Officer, GSA leverages transparency, participation, collaboration, and our flagship initiatives to share information with other federal agencies. GSA demonstrates cross-agency transferability in several 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. To learn more, visit [Apps.gov](http://Apps.gov).



**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 websites 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 websites based on the



USA.gov search platform. Agencies can enable or disable the search features to best fit the needs of their website. The USA.Gov Search Services team collaborated with the Data.gov team to provide 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. Visit [Search.USA.gov](http://Search.USA.gov) to learn more.

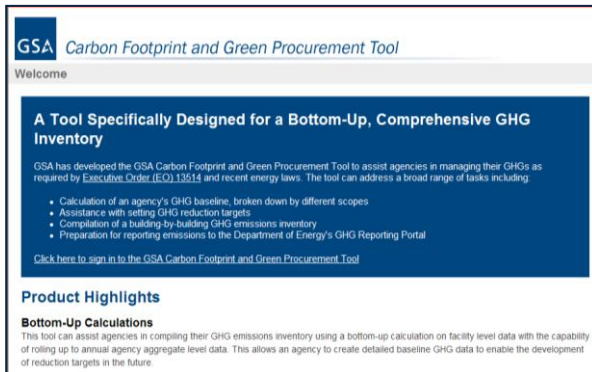
**Sustainable Facilities Tool.** GSA's sustainable facilities tool is an interactive online tool that will help building managers identify and prioritize cost-effective strategies to make office buildings and workplaces more sustainable. The tool is a one-stop online resource



to support decision-making regarding sustainable building principles, materials and systems. People working on sustainable facilities projects will be able to identify and prioritize cost-effective, sustainable strategies for small projects that do not normally engage workplace consultants or designers. The tool helps users understand and select environmentally preferable solutions for renovations, alterations, and leases. The tool makes it easy for government and private-sector property managers to learn about sustainable practices and compare options for their renovation projects. The website also features sustainable metrics, links to essential regulations and guidelines, case studies, and an easy to navigate user interface. For federal users, the tool provides useful information to meet and exceed sustainability mandates including the Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings and other mandates of Executive Order 13514. The tool captures GSA's extensive experience in reducing the federal government's environmental footprint and makes it available to the public. GSA believes that government and private-sector building managers and developers will benefit from GSA's real-world experience with proven environmentally preferable materials, technologies, and systems. Visit [Sustainable Facilities Tool](#) for more information.

**Carbon Footprint and Green Procurement Tool.** GSA developed the Carbon Footprint Tool to assist agencies in managing their greenhouse gas emissions as required by Executive Order 13514 and recent energy laws. The tool allows agencies to use "sliders," a form of scenario planning, which highlights how the use of certain policies, products,

and services can reduce energy consumption. Agencies can use the tool for a broad range of tasks, including calculating an agency's greenhouse gas baseline, broken down by the different scopes, compiling a building-by-building emissions inventory, and preparing emissions reports for the Department of Energy's greenhouse gas reporting portal. To access the tool, visit [Carbon Footprint Tool](#).





## 10. CONCLUSION

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GSA is committed to fulfilling President Barack Obama’s vision of an open government. Transparency, participation, and collaboration are already a part of GSA — and we are making significant strides to continue 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.** This plan is designed to be a blueprint of our current and ongoing 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. We welcome your input to help improve our operations, streamline the services we provide, and strengthen our customer relationships.

Email us at [Open.Government@gsa.gov](mailto: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 you would like to see GSA involved in?
- What you would like us to include in our updated open government plan?
- How you would like our open web page to evolve?

**Contact Us.** GSA’s open government Web page ([www.gsa.gov/open](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 our plan 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. We hope that you will continue to share, so that GSA can continue to serve. For information about GSA’s open government initiative, contact Sally Kiel, Open Government Program manager, at [sally.kiel@gsa.gov](mailto:sally.kiel@gsa.gov), or visit [www.GSA.gov/Open](http://www.GSA.gov/Open).

**GSA’s Open Government Plan.** Version 1.2 of the GSA Open Government Plan is available in html at [www.GSA.gov/Open](http://www.GSA.gov/Open).

For more information about GSA’s Federal Acquisition Service, Public Buildings Service, Office of Citizen Services and Innovative Technologies, Office of Governmentwide Policy, or staff or regional offices visit [www.GSA.gov](http://www.GSA.gov), or to view our leadership directory, visit [GSA Leadership Directory](#).

## APPENDICES

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## **APPENDIX 1. COMMUNICATIONS PLAN**

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### **GSA Open Government Communications Plan**

GSA uses 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 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 the public.

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.

In summer 2010, GSA refreshed its GSA.gov and open government websites, making it easier for the public to access important information about GSA policies, programs, and business lines, and to make it easier to submit feedback.

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 make the federal acquisition process more efficient and effective.
- The Public Buildings Service Industry Relations Office launched 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. For example, in May 2010, GSA launched Challenge.gov, which helps federal agencies increase their use of prizes and challenges to spur innovation and further open government.

**GSA Open Government Website.** In February 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 has also been populated with additional collaboration tools. Several GSA business lines, and services and staff offices, including the Office of Citizen Services and Innovative Technologies, 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 as incentives for 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 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 was redesigned and relaunched in July 2010, featuring increased usability, new mobile applications for on-the-go instant access, and the fastest, most-comprehensive search function for government information.

**GSA InSite.** GSA's internal website – GSA InSite – provides up-to-date-information to 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 email) and GSA Update (a daily email summary of key happenings around GSA), often link to InSite, providing employees with a comprehensive multichannel view of important information.

**New Media.** GSA uses new media to drive stakeholders to GSA.gov, the open government Web page, and official blogs.

GSA maintains a Facebook page that is updated almost daily with news and information of interest to the American public. As of April 1, 2010, the page had nearly 2,200 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 several GSA principals are also active on Twitter with more than 1,500 followers as of April 1, 2010.

**Traditional Media.** Through its Office of Communications and Marketing, GSA maintains a robust and open relationship with traditional and online media sources, which serve as vital links 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 agency officials.

In 2010 and the first quarter of fiscal year 2011, senior GSA leaders spoke at more than 30 public and stakeholder events. All leaders 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 months remaining in 2011, GSA leaders will play a highly visible role speaking to public and stakeholder audiences about key agency 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, speeches and remarks, and other content on its websites and promotes the information using traditional and new media sources.

Date	Event	Description/Audience
<b>MAY 2011</b>		
May 15 – 17	ACT/IAC Management of Change Conference	Government and industry information technology conference
May 20 – 22	GSA Training Conference and Expo; collocated Network Services Conference	<p>GSA’s free training conference exposition is designed to benefit federal, state, and local government employees and service members who make or influence government purchasing decisions.</p> <p>Collocated with Expo for the first time, GSA's Network Services Conference gives government information technology professionals access to the latest technology solutions to help modernize operations.</p>
<b>JUNE 2011</b>		
June 26-28	Building Owners and Managers Association International Conference	The Public Buildings Service participates to update and solicit feedback from the vendor community.
<b>JULY 2011</b>		
July 26-28	FedFleet 2010 Conference	GSA training conference on the management of the federal government’s motor vehicle and aviation fleet.
<b>AUGUST 2011</b>		
Aug. 16-18	13th Annual GSA SmartPay Training Conference	GSA training conference for government credit card and electronic payment solutions managers.
Aug. 7-10	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 service members who make or influence government purchasing decisions.

Date	Event	Description/Audience
Aug. 22-25	Blacks in Government National Training Conference	GSA leadership development and training conference.
<b>OCTOBER 2011</b>		
Oct. 4-7	Greenbuild International Conference and Expo	The Public Buildings Service participates to update and solicit feedback from the sustainable design building community.
<b>DECEMBER 2011</b>		
Dec. 5-9	Ecobuild America	The Public Buildings Service participates to update and solicit feedback from the sustainable design building community.

## APPENDIX 2. GSA'S MISSION, VISION AND GOALS

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### 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.

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### GSA VISION

GSA drives a high-performing, sustainable government.

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### 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

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### 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**

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### **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 and the Data Management Task Force have assumed responsibilities to identify and inventory agency applications and their data sets. The Enterprise Applications and Services Committee 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 posted online. The initial reviews were completed in fiscal year 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 metadata 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 Office of the Chief Information Officer ensure that authoritative data sets are in platform independent and machine readable formats.
- The GSA Office of the Chief Information Officer 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 Office of the Chief Information Officer 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 is an Office of the Chief Information Officer staff person responsible for maintaining metadata about data sets and tools in the GSA Data Set 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 subprocesses 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 forwards the request to the GSA Data.gov contact person. That person determines if GSA is the

authoritative source for the requested data set. If it is, then the GSA Data.gov contact person 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, Freedom of Information Act, legal, and security considerations. Upon a successful impact assessment, the data set proposal is forwarded to the GSA Data.gov contact person.
- f. The GSA Data.gov contact person reviews the submitted data set package and, if complete, forwards it to the Data.gov Program Management Office for publication to the Data.gov website. 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 1. If the data set request does not pass initial screening and filtering requirements, the request is rejected, and the data set is not published.
  - o Condition 2. If the data set request is valid and passes initial screening, but it is determined by the GSA Data.gov point of contact that GSA is not the authoritative source for the data set, the request is forwarded to the Data.gov Program Management Office to identify the correct authoritative source.
  - o Condition 3. 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 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:

- Analyzing all FAS applications that create data and identify publishable data sets produced by the execution of core mission activities.
- Analyzing recurring Freedom of Information Act requests with the intent of publishing applicable data sets to Data.gov and maintaining currency.

- Tracking and documenting cycle times to publish data sets to create a quantitative prediction model for data publication.
- Establishing 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, a website with publishable data.
- Networx contract data.
- eLibrary data, which is a data set and publishable website.
- eBay, which provides partial requests for quotation and award data from multiple organizations.
- 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 submitted 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

<b>Application Name</b>	<b>In Pipeline or Published</b>	<b>Data Set</b>
Network Services Ordering and Billing System	Application with publishable information	Networx transition and billing data set
Offer Registration System	Application with publishable information	Vendor offer(s) data set
GSA Advantage (National Stock Number)	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, Computerized Facility Integration, LLC, AgencyAsset Management System)	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	Publishable information being identified and reviewed.	Multiple data elements which are subsets of other data sets
Customer Supply Center	Publishable information being identified and reviewed.	CSC transactions data set
E-Gov Travel	Publishable information being identified and reviewed.	Agency travel data
Electronic Centralized Acquisition Tool	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	Publishable information being identified and reviewed.	Agency travel data

## Public Buildings Service 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.
- Work 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 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 or business line.
  - Completion of final checklist and metadata sheet for the data set to be submitted to the GSA Data.gov point of contact for processing and submission to Data.gov.
  - Submission of checklist, metadata sheet, data set, and data dictionary to GSA Data.gov contact person for final review and publication on Data.gov.
- One data set (PBS Information Portal Recovery Act data) has been posted on Data.gov.
- Additional data sets followed at a rate of four per quarter through Dec. 31, 2010.

As of June 2010, PBS had published one data set. Four were in legal review; two passed legal review and were returned to business lines to finalize preparation. Three new data sets were being prepared for publication and were sent for legal review. The following table lists the Public Buildings Service's 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 replaced 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 Name	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
<b>Total</b>	<b>196</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

### GSA Data Sets Published to Data.gov

GSA published 49 data sets to Data.gov by June 2010. The published data sets 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 Buildings 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 – nonbuildings (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 the American public 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. 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 IT services and solutions to GSA employees. Among the services provided by this domain are enterprisewide 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 metadata about GSA applications. Upon issuance of the Open Government Directive in January 2010, GSA added data elements to the applications inventory to identify 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 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 Websites**

GSA publishes extensive data on various Internet sites. 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 reviewing applications and the associated websites for additional data sets to be published on Data.gov.

- GSA's Public Buildings Service published four additional data sets per quarter through the end of CY 2010.
- GSA's Federal Acquisition Service published two additional data sets per quarter through the end of CY 2010.

## Audience Identification and Outreach

GSA will continue to use Data.gov to obtain feedback 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 the public. 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, and education services.
- Commercial realty offices for buying, selling, constructing, and leasing buildings for the government;
- State and local governments for buying from the GSA schedules and for surplus materials and property.
- The public seeking information about the government.
- The public 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 which suggestions were for information for which GSA is the primary agency. Some suggestions were determined to be not actionable. 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, 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. 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.
  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 three months, GSA negotiated federal compatible terms of service agreements with six providers, including YouTube, Facebook, and MySpace.	√		
By July 2009, GSA negotiated federal compatible terms of service agreements 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 agreements, 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 1. 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 who 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, respond 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.
  7. Ability to shape and improve the marketplace of ideation tools by capturing and sharing lessons learned with all vendors. (Much work has been done on making the tool accessible to those with disabilities 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 2. Open Government Public 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 that 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. Public and agency satisfaction with ChallengePost and other platforms.

MAJOR ACTIVITIES /COMPLETION TIMELINE	FY '09	FY '10	FY '11
GSA participation 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 and chose ChallengePost from a pool of seven competitors.		√	
A group of agency beta testers convened to provide usability feedback on ChallengePost design mockups and prototypes.		√	
Usability tests will be conducted on the public-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 3. Challenges and Prizes Platform Timeline**

**4. FLAGSHIP INITIATIVE: CITIZEN ENGAGEMENT PLATFORM PARTNERSHIP: OFFICE OF CITIZEN SERVICES AND INNOVATIVE TECHNOLOGIES, 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 and best practices documented.

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '09	FY '10	FY '11
GSA launched the URL shortener go.usa.gov.		√	
GSA launch of the Citizen Engagement Software as a Service storefront in beta in summer 2010.		√	
GSA schedule of meetings with WordPress.org to collaborate and gain feedback about developing a widely used multiuser 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 the first quarter of FY '11, GSA will 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 4. Citizen Engagement Platform Timeline**

**5. FLAGSHIP INITIATIVE: BUSINESS BREAKTHROUGH PARTNERSHIP: OFFICE OF SMALL BUSINESS UTILIZATION, WHITE HOUSE**

- **GSA Strategic Goal(s):** Innovation, customer intimacy, operational excellence
- **GSA Draft High-Priority Performance Goal:** Open government and transparency
- **Business Breakthrough Performance Metrics:**
  1. Participant feedback/usefulness of information.
  2. Participant future success in winning federal contracts.
  3. Increases in schedule holder sales and overall success rate.

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '11	FY '12
GSA will complete the first two program pilots.	√	
GSA will complete roll out of national Business Breakthrough program.		√

**Table 5. Business Breakthrough Timeline**

**6. FLAGSHIP INITIATIVE: EPUBS (GOOGLE) U.S. GOVERNMENT BOOKSTORE**  
**PARTNERSHIP: OFFICE OF CITIZEN SERVICES AND INNOVATIVE TECHNOLOGIES, GOOGLE BOOKS, GOVERNMENT PRINTING OFFICE**

- **GSA Strategic Goal(s):** Innovation, customer intimacy, operational excellence
- **GSA Draft High-Priority Performance Goal:** Open government and transparency
- **ePubs Performance Metrics:**
  1. Number of ePubs distributed through external online partners.
  2. Number of new publications added to existing ePubs catalog.
  3. Number of new agency partners.

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '11	FY '12
GSA will develop partnership with Google/GPO to distribute free digital consumer publications to the American public.	√	
GSA will expand ePub distribution to additional national recognized online e-tailers and book distributors.	√	
GSA will add a government publications section to USA.gov and determine feasibility of new publications shopping site.		√
GSA will reduce printing and distribution of a hard copy government consumer publications catalog and transition to a robust online ePub catalog.		√

**Table 6. ePubs (Google) U.S. Government Bookstore Timeline**

## APPENDIX 5. 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	√	√	√		√	
Business Breakthrough	√	√	√		√	
ePubs (Google) U.S. Government Bookstore	√	√	√		√	



## APPENDIX 6. ABBREVIATIONS

Abbreviation	Definition
AAMS	Agency Asset Management System
ADR	Alternative Disputes Resolution
AFFIRM	Association for Federal Information Resources Management
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
API	Application Programming Interfaces
BOMA	Building Owners and Managers Association
CAO	Chief Acquisition Officer
CAOC	Chief Acquisition Officers Council
CART	Customer Analysis and Research Tool
CFO	Chief Financial Officer
CFOC	Chief Financial Officers Council
CGAC	Common Government-wide Accounting Classification
CHCO	Chief Human Capital Officer
CHCOC	Chief Human Capital Officers Council
CIO	Chief Information Officer
CIOC	Chief Information Officers Council
CPI	Continuous Process Improvement
COMSATCOM	Commercial Satellite Communications Services
CSC	Customer Supply Center
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
eCAT	Electronic Centralized Acquisition Tool
eCPIC	Electronic Capital Planning and Investment Control
EEO	Equal Employment Opportunity
eFAS	Electronic Federal Asset Sales
EO	Executive Order
EPA	Environmental Protection Agency
ETS	e-Gov Travel Service
FACA	Federal Advisory Committee Act
FAR	Federal Acquisition Regulation
FAS	Federal Acquisition Services
FAST	Federal Automotive Statistical Tool
FEMA	Federal Emergency Management Agency

Abbreviation	Definition
FFATA	Federal Funding Accountability and Transparency Act
FPDS	Federal Procurement Data System
FPDS-NG	Federal Procurement Data System - Next Generation
FMLoB	Financial Management Line of Business
FCIC	Federal Citizen Information Center
FOIA	Freedom of Information Act
FSIO	Financial Systems Integration Office
FSSI	Federal Strategic Sourcing Initiatives
GPO	Government Printing Office
GSA	General Services Administration
GSAM	General Services Acquisition Manual
GHG	Greenhouse Gas
GPO	Government Printing Office
HPPG	High-Priority Performance Goal
IRMCO	Interagency Resources Management Conference
IT	Information Technology
LSS	Lean Six Sigma
MAS	Multiple Award Schedules
NAC	National Association of Counties
NARA	National Archives and Records Administration
NASA	National Aeronautics and Space Administration
NASPO	National Association of State Procurement Officials
NASBO	National Association of State Budget Officers
NASCIO	National Association of State Chief Information Officers
NSI	National Security Information
NSN	National Stock Number
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
OCSIT	Office of Citizen Services and Innovate Technologies
OCM	Office of Communications and Marketing
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
OPI	Office of Performance Improvement
ORS	Offer Registration System
OSTP	Office of Science and Technology Policy
PBS	Public Buildings Service

Abbreviation	Definition
PCMM	Policy Change Management Model
PMC	President's Management Council
PMO	Program Management Office
POC	Point of Contact
RG	Record Group
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
RIN	Regulation Identifier Numbers
RISC	Regulatory Information Service Center
SBA	Small Business Administration
SSQ	Schedule Sales Query
TBD	To be determined
TOS	Terms of Service
USA	United States of America
USDA	United States Department of Agriculture
VA	Department of Veterans Affairs
ZEF	Zero Environmental Footprint

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## APPENDIX 8. INDEX OF UPDATES TO GSA'S OPEN GOVERNMENT PLAN

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

<b>Date of Update</b>	<b>Section Name and Number</b>	<b>Description</b>
5/20/2011	6.2 GSA's Employee Training and Engagement Tools	Added section highlighting GSA's Online University Social Media Awareness Training.
	All sections	Updated content of entire plan to include Associated Press style edits.
4/5/2011	All sections	Updated content of entire plan and added information on open government activities since publication of Version 1.1.
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 idea "GSA's Response to Catalog of Federal Domestic Assistance Linking Idea."

<b>Date of Update</b>	<b>Section Name and Number</b>	<b>Description</b>
6/25/2010	4.5 GSA's Open Government Mailbox	<ul style="list-style-type: none"> <li>○ Added section.</li> </ul>
	5.2 Methods for Informing the Public about Our Business	<ul style="list-style-type: none"> <li>○ Added introduction.</li> <li>○ Updated screenshot of GSA's open Web page.</li> </ul>
	5.4 Information Policies	<ul style="list-style-type: none"> <li>○ Updated FOIA information to include definition of a "grant."</li> <li>○ Updated data quality information to include information about Initial Data Quality Plan submitted to OMB.</li> <li>○ Updated records management section and included new links.</li> </ul>
	5.5 GSA's Government-wide 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 Government-wide 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 Government-wide 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.

<b>Date of Update</b>	<b>Section Name and Number</b>	<b>Description</b>
6/25/2010	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.
	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"> <li>- Challenges and prizes platform; and</li> <li>- Citizen Engagement Platform.</li> </ul>
	Appendix 9	Added table showing GSA's compliance with Open Government Directive.
	Appendix 10	Updated to include recent changes.
4/14/10	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.
	Section 5.5 Compliance with the Administration's Transparency Initiatives	Updated Recovery.gov information.

<b>Date of Update</b>	<b>Section Name and Number</b>	<b>Description</b>
4/8/10	Cover page	Updated to include image of GSA seal with 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.