U.S. General Services Administration

OPEN GOVERNMENT PLAN

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2010
2012

A MESSAGE FROM THE GSA ADMINISTRATOR

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

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

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

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

Sincerely,

Martha Johnson

Martha N. Johnson

Administrator

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY 1
2. INTRODUCTION 3
3. LEADERSHIP, GOVERNANCE AND CULTURE CHANGE 5
3.1 Open Government Plan Governance and Approach 5
Figure 1. GSA's Open Government Governance 6
3.2 Open Government Alignment with GSA's Strategic Transformation 7
4. OPEN GOVERNMENT ENGAGEMENT DIALOGUE 9
4.1 GSA's Online Conversation 9
4.2 Ideas Chosen for Implementation 9
4.3 GSA's Open Webpage Moderation Process 10
4.4 GSA's Public Dialogue Results 10
Table 1. Top Five Ideas from opengsa.ideascale.com 10
Figure 2. Status of ideas from opengsa.ideascale.com 11
5. TRANSPARENCY 12
5.1 Strategic Action Plan for Transparency 12
5.2 Methods for Informing the Public about Our Business 13
Figure 3. Features of gsa.gov/open Webpage 15
5.3 Information Policies 16
5.4 GSA's Governmentwide Leadership and Support of the Administration's Transparency Initiatives 17
5.5 Compliance with the Administration's Transparency Initiatives 18
5.6 GSA's Mission Operations Supporting Transparency 20
6. PARTICIPATION 23
6.1 GSA's Governmentwide Public Engagement Initiatives 24
6.2 GSA Employees Engage the Public in Mission Operations 27
6.3 GSA's Mission Operations Supporting Public Participation 28
7. COLLABORATION 30
7.1 GSA's Governmentwide Collaboration 30
7.2 GSA's Collaboration across Levels of Government 33
7.3 GSA's Prizes and Challenges Increase Collaboration 34
7.4 GSA's Mission Operations Supporting Collaboration 34
8. FLAGSHIP INITIATIVES 37
8.1 Terms of Service Agreements 37
8.2 Open Government Public Engagement Tool 39
8.3 Challenges and Prizes Platform 41
8.4 Citizen Engagement Platform 41
9. CROSS-AGENCY TRANSFERABILITY 42
10. CONCLUSION 45
APPENDICES 47
APPENDIX 1. COMMUNICATIONS PLAN 48
APPENDIX 2. GSA'S DRAFT STRATEGIC PLAN 52
APPENDIX 3. GSA'S STRATEGIC ACTION PLAN FOR TRANSPARENCY 54
APPENDIX 4. OPEN GOVERNMENT ENGAGEMENT PROCESS 61

APPENDIX 5. FLAGSHIP INITIATIVES PERFORMANCE METRICS 62
Table 2. Terms of Service Timeline 62
Table 3. Open Government Citizen Engagement Tool Timeline 64
Table 4. Prizes and Challenges Platform Timeline 65
Table 5. Public Engagement Platform Timeline 66
APPENDIX 6. OPEN GOVERNMENT ALIGNMENT WITH GSA'S STRATEGIC PLAN 67
APPENDIX 7. ABBREVIATIONS 68
APPENDIX 8. INDEX OF FIGURES AND TABLES 70
APPENDIX 9. INDEX OF UPDATES TO GSA'S OPEN GOVERNMENT PLAN 71

1. EXECUTIVE SUMMARY

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

"The pillars of our plan do not stray from the tenets of the President's Open Government Directive," says GSA Administrator Martha N. Johnson. "We remain squarely focused on — *and committed to* — transparency, participation and collaboration." With this report, GSA has moved from embracing open government principles to forging an action plan that will help advance the President's open government agenda. We believe this effort will yield major benefits, including greater accountability, increased collaboration, and a stronger bond between citizens and their government.

The ideal of an open government is not new to GSA. For years the agency has played a vital role in implementing these principles with governmentwide policies and initiatives, and by establishing collaborative platforms and tools across the government. Recent examples include GSA initiatives such as Recovery.gov, USA Spending, IT Dashboard, and Data.gov, all of which benefit the American people by providing simple access to important government data.

Administrator Johnson's top priority is to put GSA's expertise to work developing and executing policies and products that will create a more open and more responsible government. The agency is off to a strong start. The Office of Management and Budget directed GSA to describe at least one flagship initiative in its Open Government Plan; GSA has selected these four:

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

Each of these initiatives demonstrates GSA's governmentwide 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 Prize Platform will further enable agencies to encourage public involvement. The Public Engagement Platform focuses on agencies' ability to use social media tools that are accessible to persons with disabilities.

Through these efforts, GSA supports the administration's goal of creating a more open government and fosters openness for the entire federal government.

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

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

2. INTRODUCTION

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

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

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

In 2001, GSA assumed responsibility for E-Gov Travel, a common, automated approach for managing the Government's travel functions; and Federal Asset Sales, a one-stop location where the public can access information about surplus personal and real estate assets for sale. GSA also assumed responsibility for the Integrated Acquisition Environment (IAE), which consolidates acquisition data, streamlines business processes across government and links businesses to government agencies via the Internet; and USA Services, a one-stop source for information about federal government programs, services and consumer information. USA.gov and GobiernoUSA.gov, two of our official Web portals for the federal government also provide direct access to a wide range of government services, as well as consumer protection information.

In July of 2002, GSA established the Office of Citizen Services and Communications to manage GSA's citizen-centered activities in a single organization. The Office of Citizen Services enables state and local governments, the public, businesses and the media to interact with the federal government online, via email, telephone, fax or print.

These are drops in the bucket of how GSA's everyday work applies openness principles to provide citizens with information about what their government is doing and to promote and increase public participation and collaboration. This open government plan includes more extensive information about GSA's current programs, initiatives and ongoing mission activities that fulfill the Administration's open government goals.

3. LEADERSHIP, GOVERNANCE AND CULTURE CHANGE

3.1 Open Government Plan Governance and Approach

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

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

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

Senior executives with open government responsibilities who are involved in the governance are: the Deputy Administrator, Administrators for the Office of Governmentwide Policy, and the Office of Citizen Services and Communication, the Chief Information Officer, the Chief Financial Officer, and the Chief Freedom of Information Act Officer. **Figure 1** is the open government governance chart that shows GSA's executive sponsors, working group and GSA's representation on the OMB subworking groups.

As part of GSA's governance, the open government executives will work with Federal Acquisition Service and Public Building Services to identify future open government activities in these core mission areas. We will update our Plan to include these activities and timeframes.

GSA's Open Government Communications Plan, included as Appendix 1, shares the Administrator's commitment to provide a consistent message throughout the organization that open government principles are to be incorporated in the way GSA executes its mission.

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

1. Executive Summary;
2. Introduction;
3. Leadership, Governance and Culture Change;
4. Open Government Engagement Dialogue;

5. Transparency;
6. Participation;
7. Collaboration;
8. Flagship Initiatives;
9. Cross-Agency Transferability; and
10. Conclusion.

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

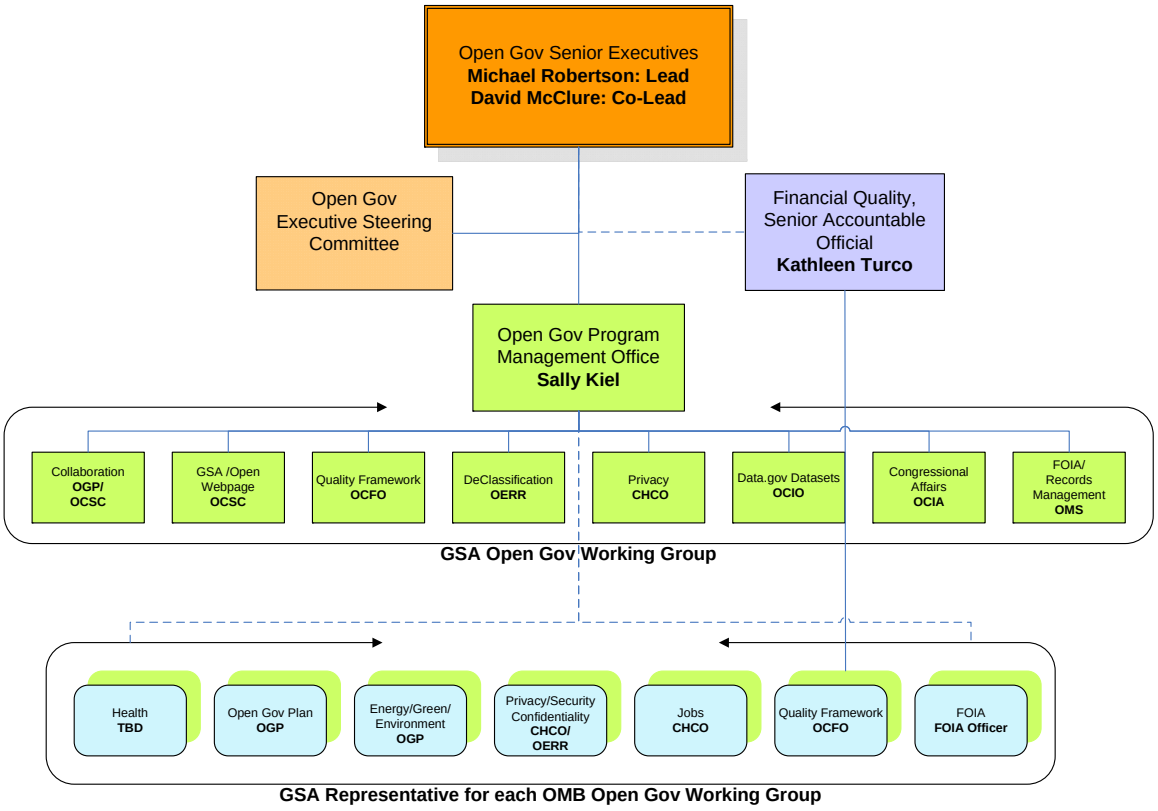


Figure 1. GSA's Open Government Governance

3.2 Open Government Alignment with GSA's Strategic Transformation

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

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

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

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

GSA's 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 leadership will also regularly evaluate the effectiveness of management practices and policies based on guidance included in the Open Government Directive.

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

- **Flagship Initiatives.** Included in Section 8 of this Plan, our flagship initiatives frame GSA's current and future open government activities. The goals of our flagship initiatives are reflected in Appendix 5. Future updates to the Plan will also monitor the progress and implementation of these initiatives.

- **High Priority Performance Goals.** The following are performance milestones for GSA's high-priority open government performance goals. GSA plans to:

  - Create three widely adopted social media readiness assessments tools piloted in at least three federal agencies by April 15, 2010.
  - Assist in conducting six high-value public dialogues with federal agencies by Sept. 30, 2010.
  - Reach or surpass 136 million public "touch points" (public interactions) through Internet, phone, print, and social media channels by Sept. 30, 2010.
  - Create a center of excellence in social media by June 15, 2010.
  - Educate 1,000 government employees on public engagement methods by Sept. 30, 2010. GSA will educate using tools in forums, classes, and webinars that are rated "highly successful" by participants and directly linked to agency capability building and successful engagement outcomes.

Open government principles are not new to GSA. We have played a vital role in implementing these principles with governmentwide policies and initiatives, and by establishing collaborative platforms and tools across the government.

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

This Open Government Plan includes examples of our programs, initiatives and mission-driven activities that achieve the Administration's open government goals.

4. OPEN GOVERNMENT ENGAGEMENT DIALOGUE

4.1 GSA's Online Conversation

From Feb. 6 to March 19, 2010, GSA maintained an online collaboration tool at www.opengsa.ideascale.com, where employees and the public had a conversation about open government at GSA. The tool was designed to collect public input on four main topics:

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

Registered members were able to share ideas, comment on existing ideas, and vote on ideas. At the end of the six weeks, 74 ideas were posted by 52 people. The 256 registered users submitted 132 comments and cast 446 votes. The ideas and comments were presented as posted, with no edits or changes by GSA. GSA reviewed these ideas during creation of this plan.

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

4.2 Ideas Chosen for Implementation

From Feb. 6 to March 19, 2010, GSA conducted an online discussion where federal employees and the public had a conversation about open government at GSA. The goal of this dialogue was to collect information on three main topics: 1. public input into the creation of this Open Government Plan; 2. proposed data sets to be published by GSA; and 3. data that should be on a Web site. Many ideas and comments focused on broad, theoretical items however, 11 ideas were sent to GSA's service and staff offices with the request that they act immediately to implement the idea or explain why that would not be feasible. The 11 ideas are categorized here and are explained more fully in the Report on GSA Citizen Engagement Public Dialogue.

1. Vacancy Rate of Federal Buildings
2. Accountability for Primes/Large Businesses Partnering with Small
3. GSA Schedules—Post how-to's and data on how long it takes
4. Linking
5. Make eBuy solicitations available to all vendors for perusal
6. Reapplying for contract

7. Better GSA Advantage Search Engine
8. NAICS Codes and GSA Schedules
9. Sharing of Contracting Information across all Regions
10. MyGov.gov: Let Each Citizen Decide What's Important
11. GSA should add more records to data.gov

4.3 GSA's Open Webpage Moderation Process

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

4.4 GSA's Public Dialogue Results

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

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

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

The ideas gathered during the open government engagement time period will be frozen and archived for all to see. GSA plans to continue using the open government public

engagement tool throughout GSA to gather public input. The Open Government Public Engagement Report is posted on the gsa.gov/open Web page (gsa.gov/open). **Figure 3** shows the status of ideas submitted during the public dialogue open period.

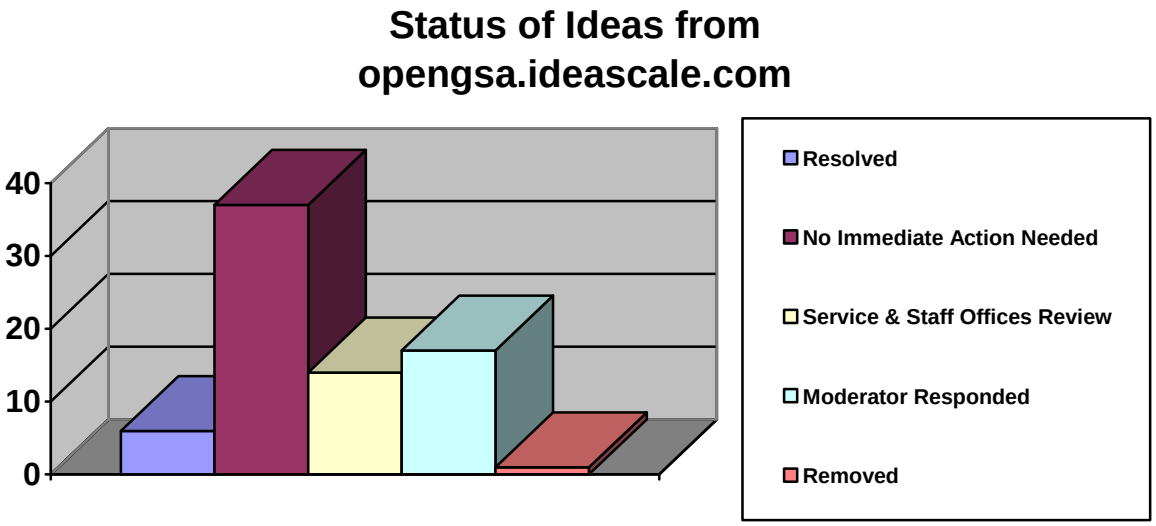


Figure 2. Status of ideas from opengsa.ideascale.com

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

5. TRANSPARENCY

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

In this section we provide information about GSA's:

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

GSA.gov Launches Google Search

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

5.1 Strategic Action Plan for Transparency

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

5.2 Methods for Informing the Public about Our Business

The U.S. General Services Administration uses a wide variety of communications techniques and channels to inform the American public, customers, employees, and other stakeholders about the agency, its products and services, its initiatives, and the work underway by its 12,000 employees nationwide.

In nearly all communications with the public, GSA incorporates a multi-channel strategy, integrating traditional news media, Web 2.0 tools, and new media to reach audiences, gather feedback, and create dialogues.

Key Communications Strategies for Open Government:

- Use multiple channels – traditional media, Web 2.0, and new media – to communicate news and messages on a frequent and consistent basis.
- Gather feedback from audiences and encourage dialogue.
- Keep all information fresh, updated and newsworthy.
- Incorporate open government messages in all GSA communications.
- Create a culture of transparency, participation, and collaboration with employees and other internal audiences.

Key Activities to Promote Open Government:

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

GSA's Office of Communications and Marketing is responsible for providing the tools and personnel required to publicize and support GSA's open government efforts. The office is committed to the principles and practices of open government, and will take a leadership role in communicating these activities to the American public.

Catalogs, Publications, Newsletters, and Email Notifications.

Catalogs and Publications.
GSA publishes a wealth of information for government agencies, employees, vendors and citizens. Learn how to request GSA catalogs and publications**.**

Newsletters.
GSA's print and electronic newsletters contain information about business, policy and Regions. List of GSA Newsletters**.**

Email Notifications.
GSA offers a variety of opportunities for the public sign up for email notifications to receive alerts and information. List of Email Sign-ups**.**

GSA's Open Government Webpage. GSA's open government Web page provides information about the agency's current and ongoing initiatives and invites the public to share ideas. The page is updated regularly with information about new data sets, and other new Open Government activities. **Figure 3** highlights the features of the www.gsa.gov/open Web page.

Figure 3. Features of gsa.gov/open Webpage

5.3 Information Policies

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

Data Quality. GSA has a wide range of existing guidance that addresses the quality of information and ways to ensure that it is available for timely, transparent, and accessible public use. GSA is examining its policies and procedures and is incorporating appropriate updates to ensure that the information GSA shares with the public is trustworthy and of value and consistent with the requirements of the Open Government Directive Data Quality Framework. When completed, GSA will post the policy on our website.

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

Freedom of Information Act. GSA responds to FOIA requests within 20 working days and has a procedure in place to minimize backlog. GSA's staffing, processes, and system for handling FOIA requests ensure that all responsive, non-exempt information is provided to the requester. GSA also strives to make discretionary releases of information that could be withheld. Staff members assess inquiries and coordinate with others in the agency to develop timely and thorough responses. In FY 2009, GSA reported 1306 full grants and 168 partial grants. The majority of denied requests were for contract information. GSA's backlog to date this year is 0. If a request becomes untimely, GSA contacts the requestor and completes the request in the shortest possible timeframe. GSA's Office of General Counsel counsels clients looking for ways to make government more transparent, participatory, and collaborative. GSA's attorneys are actively engaged with the open government working group and work with clients like the FOIA Office to discover new ways to proactively make information available to the public. GSA's attorneys also work with clients to satisfy security, privacy and other concerns. For more information about GSA's FOIA program, visit the FOIA Open Government Webpage and visit GSA's FOIA Reading Room to view the FOIA Chief Information Officer Report.

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

Records Management. GSA meets records management requirements by ensuring that its employees follow the agency's internal Record Management Handbook, the GSA Disposition Manual. GSA's offices also develop and maintain individual records

maintenance plans and conduct annual reviews to ensure that the plans are current and relevant. For more information, visit RecordsManagement.

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

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

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

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

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

- **IT Dashboard.** Developed as part of USAspending.gov, and in collaboration with the Office of Management and Budget, GSA established the IT Dashboard Web site to provide details about Federal Information Technology investments. The dashboard tracks almost 800 major investments worth a total of more than $38 billion. Collectively, more than 7,000 investments worth approximately $74

billion are tracked through the dashboard. To learn more, visit http://it.usaspending.gov/.

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

5.5 Compliance with the Administration's Transparency Initiatives

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

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

IT Dashboard. GSA coordinates the collection of information used to update OMB's IT Dashboard. Collecting data is part of GSA's monthly control review process, when each of our major IT investments updates their cost/schedule progress. During the quarterly control review process, GSA gathers performance results, risk management updates, security status, and related information. GSA captures the relevant information for each major IT investment using the multiagency Electronic Capital Planning and Investment Control tool. The tool ensures that the IT dashboard updates are consistent with data reported to OMB. IT dashboard submissions are controlled within GSA, and monthly data is reviewed before it is submitted. Results that might affect IT dashboard ratings are presented to the Chief Information Officer for concurrence and direction before they are posted. GSA's IT Executive Council reviews the status of the investments regularly.

http://it.usaspending.gov/

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

http://www.recovery.gov

USAspending.gov. The Federal Funding Accountability and Transparency Act of 2006, also called the Transparency Act, requires a single, searchable Web site, accessible to the public for free, that includes information about federal awards. The Web site includes information about government expenditures and payments made through contracts, grants, loans and other methods. GSA reports contracts, charge card, and information technology spending information to USAspending.gov. GSA's data is largely submitted from two sources: the Federal Procurement Data System and the SmartPay® program, both managed by GSA. In accordance with Transparency Act requirements and acquisition regulations, GSA's organizations enter contract data into the Federal Procurement Data System periodically. The GSA SmartPay® 2 Program provides charge cards to U.S. government agencies and departments, as well as tribal governments, through master contracts that are negotiated with major national banks. GSA's Office of Charge Card Management (OCCM) currently receives charge card data provided by the banks and submits this data to USASpending.gov each month. GSA submits its own data as well as data for other Federal agencies. Data is displayed by agency as well as by business line (purchase, travel and fleet).

http://usaspending.gov/

5.6 GSA's Mission Operations Supporting Transparency

Civilian Board of Contract Appeals: Use of Open Government Principles to Conduct Dispute Resolution

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

In addition, the Board resolves disputes between insurance companies and the Department of Agriculture's Risk Management Agency involving Federal Crop Insurance Corporation actions, and disputes involving grants and contracts under the Indian Self-Determination and Education Assistance Act. The Board arbitrates disputes between applicants and the Federal Emergency Management Agency involving funding for public assistance applications arising from damage by Hurricanes Katrina and Rita. The board also hears and decides requests for review of transportation rate determinations and claims by federal civilian employees regarding travel and relocation expenses.

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

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

Office of Civil Rights: GSA's Civil Rights Programs Support Transparency

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

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

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

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

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

Federal Acquisition Service: Transparency Tools and Forums

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

6. PARTICIPATION

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

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

In this section we provide information about GSA's:

- Governmentwide Public Engagement Initiatives;
- Employees Engaging the Public in Mission Operations; and
- Mission Operations Supporting Public Participation.

6.1 GSA's Governmentwide Public Engagement Initiatives

Federal Acquisition Regulation. Updating the Federal Acquisition Regulation (FAR) is

an ongoing process that involves pinpointing the regulations that need to be changed, revising the language of the regulation and publishing a proposed rule. The public is then invited to submit comments on the proposed rule within a limited time period. The final rule is published in the Federal register. GSA is responsible for Federal regulations covering Acquisition, Management and Travel, all of which are posted to Regulations.gov to expand collaboration during the public comment period. Involving the public in the rulemaking process is a prime example of participation at work in the federal government.
http://www.gsa.gov/far

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

http://www.gsa.gov/faca

USA.gov. FirstGov, now USA.gov, became part of the Federal Citizen Information Center in 2002 and is operated by the Office of Citizen Services and Communication at GSA. USA.gov is the official Web portal of the federal government and had more than 126 million hits last year. The Web site gives the public free online access to federal, state, local, territorial, and tribal government information. USA.gov has a Spanish-language version, GobiernoUSA.gov. Both sites offer options for emailing or launching live Web chats. In fiscal year 2009, GSA answered 85,000 e-mails and held 20,000 Web chat sessions through USA.gov.

http://www.usa.gov/

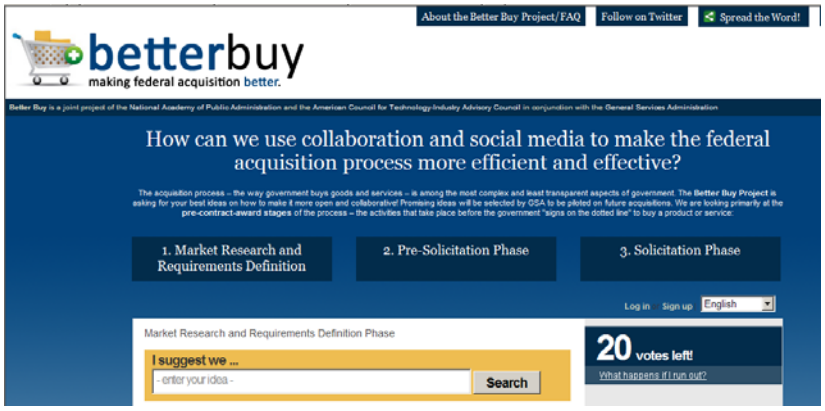
Open Government Citizen Engagement Tool. GSA manages IdeaScale, a social dialogue tool used to gather public responses for various electronic forums across the federal government. Agencies were offered free training through GSA's Web Manager University. As a result, 22 of the 24 major agencies adapted the IdeaScale tool and launched their public dialogues by the 60-day deadline. The out-of-pocket cost of this major public-facing initiative totaled about $10,000. This is significantly less than individual agencies would have spent if they had to secure the expertise and infrastructure needed to launch their own public engagement sites. The consistency in using the same tool across government provided an added benefit. GSA's Open Government page, www.gsa.gov/open used the public engagement tool to create an online conversation where the public submitted input about the agency's Open Government Plan.

GSA's Tools Encourage Citizen Participation

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

http://opengsa.ideascale.com/

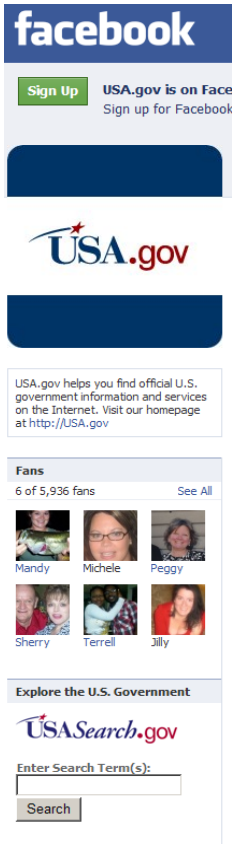
Better Buy Project Pilots Wiki. The dialogue is open for comments on the Better Buy Project, a joint initiative of the National Academy of Public Administration, the American Council for Technology-Industry Advisory Council, and GSA. GSA's Federal Acquisition Service, Office of Assisted Acquisition Services Federal Systems Integration and Management Center is piloting two acquisitions using ideas generated through the Better Buy Project. The Better Buy project is an online public dialogue that solicits advice on ways to use collaborative technology to improve federal government acquisition. During the first phase of the project, GSA sought input on a requirement to provide a data repository for Data.gov.



The second phase of the BetterBuy Pilots is called "Clearpath". GSA is seeking input on the technical infrastructure for Clearpath hosting, and is developing the approach for future acquisition. This exercise is designed to test how we can use collaboration and social media to make the federal acquisition process more efficient and effective. GSA is testing this wiki, along with a new twitter account to update our status during phases of the project. http://www.betterbuyproject.org/

6.2 GSA Employees Engage the Public in Mission Operations

GSA is creating a culture and infrastructure that will engage employees and encourage public participation. GSA operates a number of websites where employees can perform functions that promote transparency, seek opportunities to increase public engagement, and collaborate with others across and outside of the government.



One of these sites is http://www.facebook.com/USAgov. On this page, anyone with a facebook account can become a USA.gov fan and post questions or ideas that a USA.gov representative will answer. This leads to open dialogue between federal employees and the public. Another facebook page specifically for GSA is available at http://www.facebook.com/GSA.

At http://www.youtube.com/USGovernment, Federal employees can also engage with the public. GSA uses this website to offer a video contest to engage the public. The website includes information that allows anyone to learn more about the U.S. Government as a whole, or YouTube channels with information about specific agencies. These sites are available to the government because of a Terms of Service Agreement negotiated by GSA. The Terms of Service Agreements allow GSA and all federal agencies to use available public sites such as MySpace, Wikispaces, and Bing to engage both employees and the public online.

A full list of the negotiated Terms of Service agreements is available at https://forum.webcontent.gov/?page=TOS_agreements. The pre-negotiated agreements, which address most of the common concerns of agencies using social media, are posted on GSA's online cloud storefront at www.Apps.gov.

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

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

6.3 GSA's Mission Operations Supporting Public Participation

Public Building Services: Department of Homeland Security Headquarters Project at St. Elizabeths Encourages Participation with Members of Local Community

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

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

Construction of the campus is projected to generate more than 30,000 jobs, both directly and indirectly. At peak construction of the campus, the project will require about 1,000 workers and 100 subcontractors. GSA provided five days of training for small businesses

and another session on the general topic of doing business with GSA. We conducted training labs that were open to any potential subcontractor. The labs offered advice on how small firms could position themselves to do business with the federal government, both at St. Elizabeths and on other federal projects.

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

GSA's Public Building Services Commissioner Bob Peck and Rep. Holmes Norton spoke at the first graduation ceremony for a class of 20 on Dec. 14, 2009. The contractor's apprenticeship program is also under way. To facilitate these efforts, the contractor established an Opportunities Center on the west campus. This large facility, consisting of four double-wide trailers joined together, is used to provide information about project employment and training opportunities for individuals and companies. The trailer is staffed, and consists of an information kiosk, a conference room with capacity for 20, a computer lab, restroom, storage room, and break room. On-site contractors have access to the trailer to conduct training sessions, and government agencies can hold small business training sessions there. The AFL-CIO can also conduct its own preapprenticeship training programs.

Federal Acquisition Service: Participation Tools and Forums

- FAS acquisition offices hold periodic quality partnership council meetings that bring agency acquisition professionals together with customer and industry communities to identify issues, discuss creative ways to resolve them, and foster common understanding**.**

7. COLLABORATION

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

The following provide information about GSA's:

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

7.1 GSA's Governmentwide Collaboration

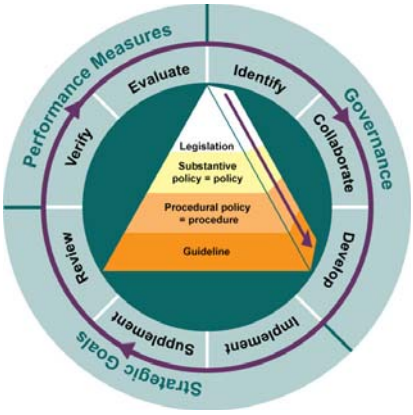
Policy Change Management Model. Revising and developing federal real property regulations is an ongoing collaborative process that involves extensive interaction with other federal agencies. The Policy Change Management Model is an online, interactive tool that allows agency users to view regulations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

https://pcmm.gov/

Interagency Councils. GSA has several interagency working groups that collaborate to improve processes across the government. These groups influence transportation and travel, aviation, mail, the federal real property portfolio, acquisitions, and information technology, to name a few. Groups include the Chief Information Officers Council, the Chief Acquisition Officers Council, the Chief Financial Officers Council, the Presidential Management Council, the National Association of State Chief Information Officers, and the National Association of Counties and the Federal Web Managers Council.

Electronic Federal Asset Sales and GovSales.gov. Electronic federal asset sales, also known as eFAS, is an e-government program to improve and optimize the way the federal government sells its personal and real property assets. The eFAS program focuses on the sales phase of asset life cycle management and offers significant benefits to participating federal agencies and the public. Agencies transfer property to sales centers, and the public visits GovSales.gov to view the property available for sale. GovSales.gov is the one-stop shopping location for excess and surplus federal government property. The public accesses the Web site and browses items ranging from computers to jewelry. Before the portal was created, the government advertised its property using more than 163 federal Web sites, and the public searched the Internet, newspapers, and other sources to find government property for sale. Now, all property is displayed in one location, at www.govsales.gov.

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



Integrated Search Capability. GSA's Data.gov has partnered with Search.USA.gov to optimize the Data.gov website. GSA offers government search free to all agencies. Data.gov offers, for example, three searchable catalogs, a "Raw" Data Catalog, a Tool Catalog and a Geodata Catalog. Users can now search across all three Data.gov catalogs to quickly find relevant results

7.2 GSA's Collaboration across Levels of Government

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

Communications Office Collaborates with State and Local Governments. GSA's Office of Communication and Citizen Services and Communications maintains a close working relationship with state and local organizations. GSA exchanges best practices in government procurement, stimulus spending, social media, and IT leadership with state and local governments. GSA serves as a conduit to state associations such as, the National Association of State Chief Information Officers (NASCIO), the National Association for State Procurement Officials (NASPO), and the National Association for State Budgeting Officials (NASBO). GSA serves as the liaison with the states for the Federal Acquisition Services state and local working group. GSA also channels news about state and local use of GSA contracts. GSA's collaborations across levels of government also include:

GSA and Customs Ensure Smooth Border Crossing During Winter Olympics

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

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

7.3 GSA's Prizes and Challenges Increase Collaboration

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

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

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

7.4 GSA's Mission Operations Supporting Collaboration

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

Office of Performance Improvement Collaborates to Manage Deployment of Lean Six Sigma

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

In response to GSA's program featured in an article in Government Executive magazine, the Office of Performance Improvement provided briefings to senior executives from the U.S. Agency for International Development, the Department of Energy, and the National Science Foundation. The briefing included information on the opportunities and applications of Lean Six Sigma, and lessons learned in launching a new continuous process improvement program. GSA offered Lean Six Sigma training to other government agencies at no cost.

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

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

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

Federal Acquisition Service: Collaboration Tools and Forums

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

8. FLAGSHIP INITIATIVES

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

GSA selected four flagship initiatives to highlight in this section:

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

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

8.1 Terms of Service Agreements

The White House Open Government Directive specifically calls for federal agencies to use emerging technologies to "open new forms of communication between a government and the people." Federal agencies have been trying for years to overcome barriers that kept agencies from using the new forms of communication that were readily available to individuals and commercial interests. These impediments barred agencies from using, among other things, social media tools for mission-related purposes, such as

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

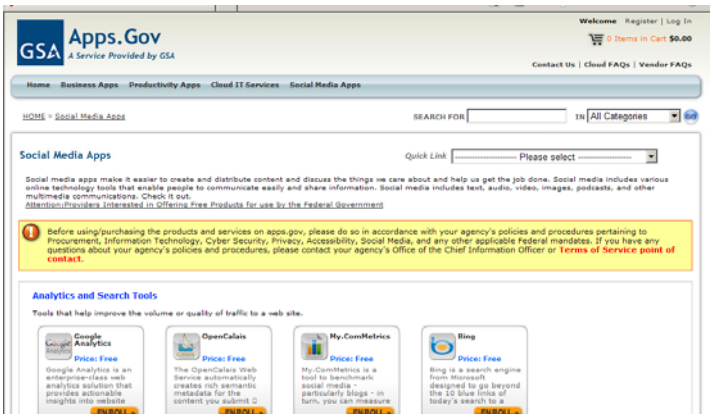
public outreach, public engagement, personnel recruitment, training, and idea-generation.

Another barrier was the terms of service that providers of free social media require users to accept before accessing their service. Their no-cost tools for social networking, blogging, and dialoguing would give the government the potential to reach and to hear from a nearly unlimited audience. But the small print in many of the providers' terms of use contains provisions that federal agencies cannot, by law, agree to. Issues with terms of service were an obstacle to agencies who wanted to expand their ability to engage with the public.

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

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

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



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

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

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

8.2 Open Government Public Engagement Tool

The Open Government Directive required that federal agencies seek employee and public feedback in the development of their open government plans. To meet this need, the Office of Management and Budget tasked GSA with offering major federal agencies a compliant online engagement tool that could gather ideas from the public, enable others to comment on those ideas, and allow voting on the ideas so that the best ideas rise to the top for agency review. The GSA Office of Citizen Services and Communication created a Center for New Media and Citizen Engagement to help agencies throughout the federal government comply with the president's Open Government Directive and its very aggressive timetable. The first step was to

identify a tool that could be modified for use by every agency, could be put in place quickly, and would be easy to learn to use. In six weeks, GSA identified and customized a tool that all agencies could use to engage the public online. IdeaScale, one of the providers that amended its terms of service, offered a product that agencies could use to engage with the public. With a quick review of the tool's capabilities and acceptance of the amended terms of service, GSA was able to get the tool up and running quickly. GSA performed the policy and clearance steps to meet federal regulations and requirements, configured and designed the tool for use by agencies, conducted user testing, remediated problems that limited accessibility of electronic and information technology accessible to persons with disabilities, and provided ongoing support for agencies during the online engagement. GSA's Web Manager University offered free training for all agencies. As a result, 23 agencies and offices adapted the IdeaScale tool and launched their public dialogues by the 60-day deadline.

From Feb. 6 to March 19, 2010, GSA provided the tool to 22 of 24 major federal agencies and to the White House Office of Science and Technology Policy to use to solicit online public feedback regarding their open government plans. This tool helped agencies meet a key milestone in the Open Government Directive, introduced many agencies to their first online engagement with the public, and built capacity and community for sustained online engagement throughout federal government. More than 1,400 ideas, 3,200 comments, and 32,000 votes from more than 6,400 users had been logged across these 23 simultaneous open government dialogues by March 19.

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

GSA shared all technical configuration documents, graphics files, policy documents, test results, outreach tools, and engagement techniques online at http://www.usa.gov/webcontent/open.shtml. GSA also established a community of practice in government online engagements by convening and leading an interagency community of more than 130 moderators and new media points of contact. This effort also nurtured agency-led innovations such as the National Aeronautics and Space Administration's real-time OpenGov Tracker at http://www.opengovtracker.com/ and the Small Business Administration's public comment process workflow, http://www.usa.gov/webcontent/open/Moderation_Workflow_Diagram.pptx.

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

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

8.3 Challenges and Prizes Platform

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

8.4 Citizen Engagement Platform

The citizen engagement platform will make it easier for agencies to use social media tools that are compatible with federal laws and policies, including tools that are accessible to persons with disabilities. In a secure government space, GSA's Center for New Media and Citizen Engagement is building a fully functioning software as a service storefront. The software will allow government agencies to easily deploy tools such as blogs, wikis, and forums, and a URL shortener to help engage with the public in a simple, cost-effective way. The tools are modeled after industry-standard best practices for delivery similar to those used by Google and GoDaddy. The storefront is available within GSA but will be expanded to all agencies this spring. 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.

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9. CROSS-AGENCY TRANSFERABILITY

GSA's efforts in the areas of transparency, participation, collaboration, and flagship initiatives are shared across government to avoid duplication and to improve the value and outcome of efforts. This is called cross-agency transferability.

To reach this goal, GSA has manifested cross-agency transferability in the following ways:

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

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

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

- **Search.USA.gov.** GSA's Search.USA.gov offers a free search index service to government agencies through the USA.gov Search Services Affiliates Program. The program allows federal, state, local, tribal, and territorial Web sites to provide simplified and structured search results to the public. The USA.gov Search Services Program handles nearly 4 million search queries a month and offers many features, including related searches, and government images. The USA.gov Search Services Affiliates Program allows Web managers to configure their own Web sites based on the USA.gov search platform. Agencies can enable or disable the search features to best fit the needs of their Web site. The affiliate program has many benefits, including:
    - Zero infrastructure cost for service and upgrades;
    - Use of industry-leading search technology and best practices;
    - Easy online management and customizable look and feel;

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

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

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

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

Web Manager University also provided important training to support the implementation of the governmentwide online dialog tool, launched on February 6, 2010. The program trained moderators from 24 agencies on how to maintain the IdeaScale dialog tool, manage comments, and create a meaningful dialog with the public. GSA will continue to train agencies in citizen engagement.

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

10. CONCLUSION

GSA is committed to fulfilling President Obama's vision of an open government. Transparency, participation, and collaboration are already a part of GSA—and we are making significant strides to enhance our application of openness principles. GSA's unique role serving federal agencies throughout the government will have a governmentwide 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 governmentwide policies, our leadership of several transparency initiatives, and our support for the administration's transparency goals.

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

Our Challenge: To Create A More Efficient and Effective Acquisition Process. GSA has challenged itself to make the federal acquisition process more efficient and effective. The Better Buy project is an online public dialogue to solicit advice on ways to use collaborative technology to improve federal government acquisition. The project's main goal is to determine how to use collaborative technology to improve the federal acquisition process.

Addressing the Challenge. To improve the acquisition process, GSA is requesting ideas from vendors, GSA customers, and those outside of the traditional acquisition community. Wiki software, Twitter, and other Web 2.0 collaborative media tools will be used to improve requirements for upcoming acquisitions and to conduct market research. GSA will solicit comments and encourage a debate on the technical aspects of the Better Buy Pilots and about ways that GSA can improve the proposal. For the first phase, GSA released a request for information for a procurement to host the Data.gov Web site and its related sets of data. The second phase is called 'Clearpath', where GSA will seek input on the technical infrastructure for hosting and developing the approach for future acquisition. This challenge tests how we can use collaboration and social media to make the federal acquisition process more efficient and effective. To learn more about the project and join in the conversation, Click here or contact Chris Hamm at 703-605-3591.

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

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

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

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

Our Open Government Plan will be available in html on GSA's website at www.gsa.gov.

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

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

APPENDICES

APPENDIX 1. COMMUNICATIONS PLAN

GSA Open Government Directive Communications Plan

Background:

President Obama delivered on his commitment to change the way government works by increasing transparency, participation, and collaboration by issuing the Open Government Directive. GSA began taking steps to move towards this new, open way of operating that includes informing and collaborating with the public about agency operations and information.

The Open Government policy issued Dec. 8, 2009 directed agencies to:

1. Publish high-value government data online within 45 days.
2. Improve the quality of government information (Data Integrity).
3. Create an Open Government Webpage by Feb. 6, 2010.
4. Create an enabling policy framework for open government (Public Consultation) by Feb. 6, 2010.

In response, GSA launched its transparency initiative to provide the public with the information they need to improve government accountability and drive citizen participation. GSA made available tens of thousands of individual Federal Advisory Committee reports to citizens detailing $3.24 billion in related spending via the government's transparency portal Data.gov.

On Jan. 15, 2010, GSA designated CFO Kathleen Turco to be accountable for the quality and objectivity of, and internal controls over, the Federal spending information publicly disseminated through such public venues as USAspending.gov and similar Web sites.

On Jan. 22, GSA made available four more high-value datasets, including Cash and Payment Management Data, The Catalog of Federal Domestic Assistance, The Central Contract Registration, and the Excluded Parties List System. Several of these datasets were requested through Data.gov's "suggestion" process and have received higher than average scores and comments since their posting.

On Feb. 6, GSA launched its Open Web page, gsa.gov/open which includes a public dialog tool to gather ideas and comments from the public on its Open Government Implementation and Plan. Trained moderators began facilitating this public dialog. GSA leveraged their governmentwide scope and public service platform to provide the same public dialog tool at no cost to 22 of 24 agencies participating in the directive.

Situation Analysis

The Open Government Directive has not received much media traction. Unlike greening federal buildings, it is hard to point to examples of how open government has created jobs, improved energy efficiency, or otherwise made a tangible difference in people's lives.

GSA met all deadlines in the Dec. 9 memo from the Office of Management and Budget for publishing high-value datasets and creating and maintaining a public Web site that links to the datasets, the agency's public engagement tool, high-value datasets on Data.gov and other important agency open government information, including Records Management, FOIA, Congressional Requests and Declassification.

Statistics

GSA Open Gov page:

- Ranks 28th of 4,000 shortcuts measured on gsa.gov
- Ranks 205th of 12,000 pages on gsa.gov (and rising)
- Ideas posted: 48, including:
    - "GSA should live webcast all meetings for proposed rule making and regulations where the public comment should take place."
    - "Provide an online deliberative collaboration platform."
- Comments: 99
- GSA.gov transparency satisfaction score measured by the ACSI for Feb. 2010 was 78, which is considered high.

Objectives

- Heighten awareness of OGD
- Increase public participation, collaboration, transparency
- Ensure GSA meets OMB milestones to best transition to a more open way of operations and information sharing
- Keep GSA Open Gov page fresh and constantly improving and evolving inline with public feedback and ideas
- Continue dialogue with the public

Messages

<u>External</u>

- Greater transparency, increased participation and collaboration, will create a more open, accountable, efficient, and effective government for the American people.
- Transparency promotes accountability.
- Public engagement enhances the government's effectiveness.
- Collaboration actively engages Americans in the work of their government.
- Greater transparency and openness in government will produce greater satisfaction and higher trust in government.
- The government is listening.

- The public has been given an unprecedented opportunity to help cultivate a better government.
- Sharing, discussing and debating ideas spawn innovations and solutions. Ideas evolve and grow.
- Some solve problems; some create new opportunities.
- Astute use of technology has enabled a revolutionary open dialogue between government and the public.
- Open government is about changing the way Washington conducts the people's business.

Internal
- This is not a compliance check it's a new way of operations that brings citizens into the fold and creates a better government for all.
- GSA employees must model transparency; open government should be our standard not a project.
- A stronger bond between citizens and government will improve public perception of government employees.

Tactics

External
- Work underway to replace video on GSA open government page with a three-pane rotating feature block that highlights the Citizens Report, a summary of comments already collected, and a third initiative to be determined.
- Create video where open government moderators from different agencies discuss their experiences. (proposed by Janice Nall)
- Find and feature a success story where publication of high-value data set led to creation of product / service that benefits citizens.
- Have leadership highlight benefits of open government in speeches / talking points.
- Continue to feature open government page on gsa.gov homepage and find new ways through earned media and new media to increase traffic to the page and dialog on the page.
- Use new media to drive stakeholders to open government Web pages.
- News releases announcing results/perspective from open dialogue; summary of open government plan.
- Leverage public dialog opportunities and responses and ideas to find new ways to communicate open government.
- Submit information about GSA's open government initiatives to targeted media publications

Internal
- Build an Open Gov page on Intranet Site. (in process) to Include:
  - the directive
  - timeline
  - explanation of high value datasets
  - messages from Administrator

  - links to media stories about GSA efforts
  - internal dialog and data call ideas
- Include highlights periodically on Administrator's blog
- E-mail messages and success stories from GSA Administrator and key staff with progress reports, data calls, success stories, and calls for ideas and engagement

Audiences

- The public
- Media
- Stakeholders (federal agencies, state/local governments, GSA vendor community and organizations representing GSA issue areas)
- GSA employees

Timeline

- **Jan. 21, 2009 -** President issues Memorandum on Transparency and Open Government
- **Dec. 8, 2009** - OMB issues Memorandum on Open Government Directive with requirements:
- Within 45 days, identify and publish at least three high-value data sets
- Within 60 days, create Open Government Web page

- **Jan 22, 2010** - Launch of three high value data sets
- **Jan 22, 2010** - Kathleen Turco designated as senior official accountable for quality and objectivity of and internal controls over publicly disseminated Federal spending info
- **Feb. 5, 2010** - Launch of gsa.gov/open and Public Engagement Tool
- **March 1, 2010** - Open Gov Plan Outline submitted to OMB

- **March 11 -** Open Gov Plan Draft internal review by Michael Robertson and David McClure
- **March 11-19 –** Revamp gsa.gov/open; create open government page on InSite
- **March 15 -** Open Gov Plan Draft due to OMB for initial review
- **March 19 -** Closing of initial public dialogue using Citizen Engagement Tool; GSA Open page to be updated and modified to reflect this change
- **April 7 -** Publish Open Government Plan with a Flagship Initiative identified
- **April 8 –** Re-open dialogue, solicit feedback on plan.

APPENDIX 2. GSA'S DRAFT STRATEGIC PLAN

GSA MISSION

GSA USES ITS EXPERTISE AND RESOURCES TO PROVIDE BEST VALUE, INNOVATIVE SOLUTIONS FOR ITS CUSTOMERS AND THE AMERICAN PEOPLE TO ENSURE AN EFFECTIVE, SUSTAINABLE AND TRANSPARENT GOVERNMENT.

GSA VISION

GSA DRIVES A HIGH-PERFORMING, SUSTAINABLE GOVERNMENT.

GSA STRATEGIC GOALS

INNOVATION

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

CUSTOMER INTIMACY

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

OPERATIONAL EXCELLENCE

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

GSA HIGH-PRIORITY PERFORMANCE GOALS

1. SUSTAINABLE ENVIRONMENT, ECONOMY, GOVERNMENT AND DEMOCRACY

GSA WILL TAKE ACTIONS TO DIRECTLY REDUCE OUR CONSUMPTION OF RESOURCES, AND WILL PROVIDE OUR FEDERAL AGENCY CUSTOMERS WITH SOLUTION 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

STRATEGIC ACTION PLAN FOR TRANSPARENCY

Data.gov is the central portal where agencies post high value, machine readable datasets for the public and other agencies to view. GSA is committed to transparency and has formulated an internal process to determine what datasets are suitable to post on Data.gov. . Each program office within GSA is responsible for ensuring that data sources are made available in machine readable, independent formats. As the collection point for Federal information, GSA maintains additional websites that provide governmentwide information to the public. All of these sites are analyzed to identify how their data can be made more transparent. GSA is using 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 has identified data regarding Federal vehicles, buildings and other assets which will be posted soon.

Developing the Pipeline

GSA is using existing governance groups to formally identify datasets. The Enterprise Applications and Services Committee is charged with analysis of each application to determine if there is an associated dataset that should be released. The Data Management Taskforce and subgroups such as the FAS Data Quality Team are reviewing all information generated or maintained across the agency in order to expose more datasets including the data that may be the underlying basis for textual reports that are posted. These reviews will be complete by September 30, but datasets will continue to be posted as identified throughout the next six months. The following table shows the data pipeline as of April 7, 2010.

Data Pipeline

Office Name	# Apps with Dataset		Information now online*		Being Considered		In Review for Data.gov		Submitted to Data.gov	
	Not Inventoried	Inventoried	Reports	Other	Raw Data	Tools	Raw Data	Tools	Raw Data	Tools
CAO	7	3							3	1
CFO	29								1	
CHCO	2	1							1	
CIO	13									
FAS	61						4	1		
OCR					2					
OCSC	1									7
OERR	1									
OGC										
OGP	9	2					2		14	17
OPI							1			
OIG	1									
OSBU	1						1			
PBS**	50						1	2		
	176	**5**	**0**	**0**	**2**	**0**	**9** see dataset breakout	**3**	**19**	**25**

** Currently provided to the public; may have underlying data that could be made available*

*** PBS Application Inventory under revision; 50 is an estimate*

Raw Data in the Pipeline:

The following descriptions are examples of raw data in the pipeline under review for Data.gov.

- eLibrary – a library of the latest GSA contract award information.
- Excess Property - After the agency has conducted internal screening of items that are no longer needed to perform its mission, the property is reported to GSA as excess or exchange/sale when the property is being replaced.
- eBuy - e-Buy, a component of GSA Advantage!®, is an online Request for Quotation (RFQ) tool.
- National Stock Number List/Federal Supply Catalog - A subset of the National Stock Number Catalog data that provides a list of products stocked in GSA distribution centers.

- Project Information Portal Recovery Act Reporting - Weekly reports provide a list of GSA's Recovery Act appropriations, obligations, and disbursements, along with activities and planned actions

- Fleet - Agencies annually report motor vehicle fleet data using the Federal Automotive Statistical Tool (FAST), a web-based reporting tool cosponsored by GSA and the Department of Energy.

- Procurement Forecasts - The GSA Forecast of Contracting Opportunities informs small businesses of anticipated contracts offered by GSA for the current fiscal year

- Federal Aircraft Cost and Utilization Data – Federal aviation data is submitted quarterly to the Federal Aviation Interactive Reporting System (FAIRS) IT application.

- GSA FAIR Inventory Data – the Federal Activities Inventory Reform (FAIR) Act inventory contains GSA's information related to the determination of whether a position is commercial or inherently governmental in nature.

Tools in the Pipeline:

- Schedule Sales Query - provides sales data, as reported by Schedule contractors, for specific report quarters during the current and past five fiscal years.

- Inventory of Owned/Leased Buildings - A listing of federal properties containing expiring lease and occupancy information.

- Excess Real Property - GSA first offers excess property to other federal agencies that may have a program need for it. If another federal agency identifies a need, the property can be transferred to that agency.

Inventory

GSA currently provides extensive information on gsa.gov and related websites. In addition, as the collection point for Federal information, GSA maintains additional websites that provide governmentwide information to the public. All of these sites are under scrutiny to identify how their data can be made more transparent.

Data.gov Release Process

Roles and Responsibilities

- Each GSA program office is responsible for determining which datasets and tools are suitable to be posted on DATA.gov. The program office retains the

right and responsibility for managing their data and providing adequate technical documentation to include version control and archiving. The program office is responsible for ensuring that data stewards for a particular data asset complete the required metadata.

- The data steward is responsible for ensuring that the dataset is compliant with information and data quality guidelines in addition to completing an impact assessment.
- The program office, in conjunction with the data steward, is responsible for ensuring that their data assets are consistent with statutory responsibilities including those related to security, accessibility, privacy, and confidentiality.
- The program office and the CIO have the responsibility of ensuring that authoritative data sources are made available in formats that are platform independent and machine readable.

DATA.gov Submission Process

- The GSA DATA.gov submission process for candidate datasets to be published is described with regard to process scope, roles, decision criteria, and information flow. There are seven core processes and three sub-processes that result from alternative decision paths. The process scope begins with any request for publication of a dataset and ends with the publication of the dataset on DATA.gov. The alternative decision path to end the process is to determine that GSA is not the authoritative source or the dataset is not suitable for publication.
- The GSA DATA.gov submission process begins when a customer requests publication of a dataset. A customer can be internal or external to GSA. If the request is from a government agency, the DATA.gov Program Management Office (PMO) will forward the request to the GSA POC. The GSA Points of Contact (POC) determines if GSA is the authoritative source for the requested dataset. If it is, then the GSA POC identifies the appropriate data steward.
- The data steward determines if the dataset is suitable for publication. Suitability is based on conformance to the information and data quality guidelines as well as GSA's DATA.gov checklist. If the dataset is suitable, the data steward obtains approval of the program office and completes the most current metadata template.
- The data steward conducts an impact assessment on the dataset request package to test compliance with Privacy, FOIA, Legal, and Security considerations. Upon a successful impact assessment the dataset proposal is forwarded to the GSA POC.
- The GSA POC then reviews the completed document package and forwards it to the DATA.gov PMO for publication to the DATA.gov web site. Upon publication the core process is completed.

- The alternative process is engaged under three separate conditions that occur at subsequent points in the process:
    - First, if the initial request is a non-agency nomination and does not pass the initial screening and filtering requirements the request is rejected and the dataset is not published;
    - Second, if the dataset request is valid and passes the initial screening but it is determined by the GSA POC that their agency is not the authoritative source for the dataset, the request would then be forwarded to the DATA.gov PMO to identify the correct authoritative source for the dataset;
    - Third, if the dataset request is valid, and the agency is the authoritative source but the data steward deems the dataset not suitable based on the information and data quality guidelines and/or impact assessment, the request is rejected and the dataset is not published.

High Value Information

Programs evaluate the value of the potential data according to the relationship to the mission, correlation to the GSA strategic goals and objectives, frequency of FOIA requests, and Data.gov/Open Government Directive public queries. Consideration is also given to potential value for users who may be able to combine the data with other information to create added value.

New Datasets

GSA has identified data regarding Federal vehicles, buildings and other assets. GSA commits to publishing 5 high-value datasets by the end of 2010.

Data Underlying Public Reports

Offices are analyzing the various reports and other information currently posted in order to determine whether the underlying data can be made available.

Audience Identification and Outreach

GSA will continue to use Data.gov and our gsa.gov/open webpage to obtain feedback from users both to validate status of current datasets and tools and provide prioritization for additions and enhancements.

Joint Data Release

While GSA has a large portion of the Federal Fleet, Agencies annually report motor vehicle fleet data using the Federal Automotive Statistical Tool (FAST), a web-based reporting tool cosponsored by GSA and the Department of Energy. To view the tool click, https://fastweb.inel.gov/

Informing the Public

The GSA Open Government Web page will be used to announce future activity, whether it is new postings, comment resolution, requests for comments, surveys or public meetings.

Public Meetings

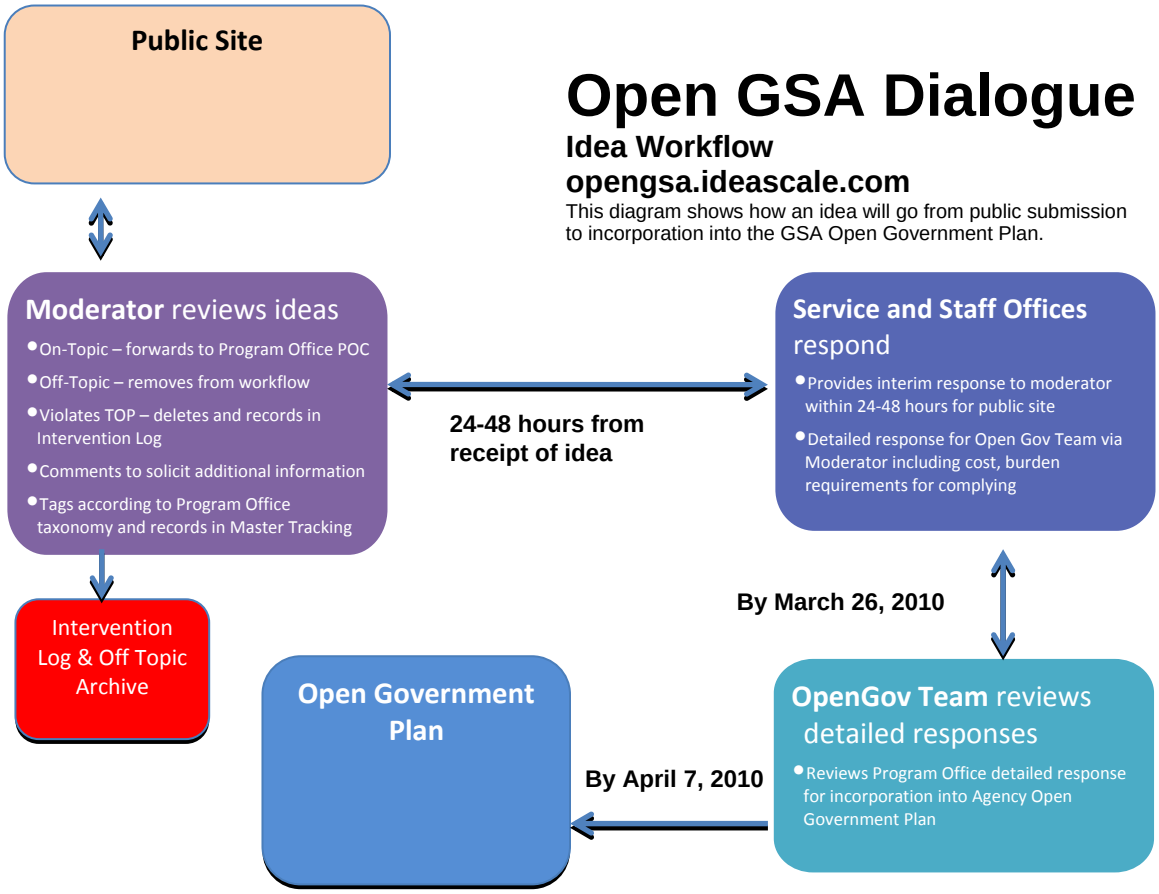
Public meetings will continue to be held whenever there are issues of high interest to the public or our partners. The Ideascale tool and comments from other sites will allow us to identify when such meetings are necessary.

DATA.gov Submission Checklist

		DATA.gov Submission Checklist
Dataset Name & Description (*Please list clearly if multiple entries*):		
*__High-value [Y / N]__ (*If Y, provide a brief explanation geared to the citizen reader of why it is high-value*):		
1	☐	The dataset is confined to public information and does not contain National Security information or other information/data protected by statute, Agency practice, or legal precedent, or otherwise restricted by the GSA.
2	☐	The dataset complies with required privacy, confidentiality, integrity, and availability controls for GSA, following relevant NIST and OMB guidance.
3	☐	The dataset is in compliance with current GSA and OMB privacy requirements.
4	☐	The dataset meets GSA's Information Quality and Data Guidelines.
5	☐	- Accessibility (Defined in Table 1-5-1 of the Information & Data Quality Handbook).
6	☐	- Completeness (Defined in Table 1-5-1 of the Information & Data Quality Handbook).
7	☐	- Consistency (Defined in Table 1-5-1 of the Information & Data Quality Handbook).
8	☐	- Timeliness (Defined in Table 1-5-1 of the Information & Data Quality Handbook).
9	☐	- Accuracy (Defined in Table 1-5-1 of the Information & Data Quality Handbook).
10	☐	The data owner and/or program office is the *****authoritative source for the data and manages version control and record retention requirements where applicable.
11	☐	The dataset does not, and should not include controls over its end use but its metadata should include a preferred Agency citation. For example, in the metadata for the dataset, the Agency should include their preferred citation, as appropriate, noting that this data was retrieved or accessed from DATA.gov and that the Federal Government cannot vouch for the data or analyses derived from these data after the data have been retrieved from DATA.gov.
12	☐	The dataset is a product of the Federal Government, currently available on a Federal Agency website, and suitable for listing and downloading through one of the DATA.gov catalogs. The "Raw" Data Catalog provides an instant download of machine readable, platform-independent datasets while the Tools Catalog provides hyperlinks which may lead to agency tools or agency web pages that allow you to mine datasets and download raw data.
13	☐	RAW DATA CATALOG: The format of the dataset(s) is in one of the following: XML, CSV/TXT, KML/KMZ, Excel, and ESRI Shapefile or other machine readable formats (data in HTML and PDF files are not currently considered for publishing as raw data for the DATA.gov "Raw" Data Catalog – Feeds are currently published in the Tools Catalog).
14	☐	TOOLS CATALOG: If single or multiple raw datasets are offered within a Tool environment, the tool that offers the raw dataset(s) is one of the following: (1) Data Extraction Tool or Web Page with downloadable Datasets; (2) Feeds such as RSS, Atom or CAP; (3) a Widget (tools that require logins or restrict use of raw datasets are currently not considered for publishing in the DATA.gov Tools Catalog).
15	☐	The data owner and/or program office understand they are responsible for hosting data submissions and that they should provide an active URL which DATA.gov will only reference (i.e. no data is uploaded to DATA.gov).
16	☐	The data owner and/or program office agree to maintain the dataset and respond to all public comments.
17	☐	The data owner and/or program office will submit updates to the dataset, metadata, and necessary URL(s) in a timely manner.
18	☐	Complete and thoroughly describe impact assessment below (*Security, Privacy, FOIA, Legal*):
** Information is high-value if it can be used to increase agency accountability and responsiveness; improve public knowledge of the agency and its operations; further the core mission of the agency; create economic opportunity; or respond to need and demand as identified through public consultation.* *** Authoritative data source is a recognized or official data production source with a designated mission statement or source/product to publish reliable and accurate data for subsequent users. An authoritative data source may be the functional combination of multiple separate data sources.*		

19. Name: Requestor	**Office Symbol**	**Position**
Signature / Date	**Phone**	**E-mail**
20. Name: Data Owner	**Office Symbol**	**Position**
Signature / Date	**Phone**	**E-mail**
21. Name: GSA POC	**Office Symbol**	**Position**
Signature / Date	**Phone**	**E-mail**
23. Name: CIO Executive Designee	**Office Symbol**	**Position**
Signature / Date	**Phone**	**E-mail**

APPENDIX 4. OPEN GOVERNMENT ENGAGEMENT PROCESS



APPENDIX 5. FLAGSHIP INITIATIVES PERFORMANCE METRICS

1. FLAGSHIP INITIATIVE: TERMS OF SERVICE

- **GSA Strategic Goal(s)**: Innovation, Customer Intimacy, Operational Excellence
- **GSA Draft High-Priority Performance Goal**: Open Government and Transparency
- **Terms of Service Performance Metrics**:

1. Number of new media providers that have government terms of service agreements;
2. Once terms of service signed, the number that are listed on Apps.gov;
3. Number of terms of service signed by agencies; and
4. Number of uses of product with federal-compatible terms of service.

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

Table 2. Terms of Service Timeline

2. FLAGSHIP INITIATIVE: OPEN GOVERNMENT PUBLIC ENGAGEMENT TOOL

- **GSA Strategic Goal(s)**: Innovation, Customer Intimacy, Operational Excellence

- **GSA Draft High-Priority Performance Goal**: Open Government and Transparency

- **Open Government Public Engagement Tool Performance Metrics**:

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

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

Table 3. Open Government Citizen Engagement Tool Timeline

3. FLAGSHIP INITIATIVE: PRIZES AND CHALLENGES PLATFORM

- **GSA Strategic Goal**: Innovation
- **GSA Draft High-Priority Performance Goal(s)**: Open Government and Transparency
- **Prizes and Challenges Platform Performance Metrics**

MAJOR ACTIVITIES /TIMELINE	FY '09	FY '10	FY '11
Challenge platform.		√	
Broader acquisition strategy.			√

Table 4. Prizes and Challenges Platform Timeline

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

- **GSA Strategic Goal(s)**: Innovation, Customer Intimacy, Operational Excellence
- **GSA Draft High-Priority Performance Goal**: Open Government and Transparency
- **Citizen Engagement Platform Performance Metrics**: TBD

MAJOR ACTIVITIES /TIMELINE	FY '09	FY '10	FY '11
Citizen engagement platform.		√	
Operational.			√

Table 5. Public Engagement Platform Timeline

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

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

APPENDIX 7. ABBREVIATIONS

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

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

APPENDIX 8. INDEX OF FIGURES AND TABLES

FIGURES

Figure 1. GSA's Open Government Governance.....6

Figure 2. Status of Ideas at www.opengsa.ideascale.com.....11

Figure 3. Features of gsa.gov/open Webpage 15

TABLES

Table 1: Top Five Ideas from www.opengsa.ideascale.com.....10

Table 2: Terms of Service Timeline 62

Table 3: Open Government Citizen Engagement Tool 64

Table 4: Prizes and Challenges Platform Timeline 65

Table 5: Public Engagement Platform Timeline 66

APPENDIX 9. INDEX OF UPDATES TO GSA'S OPEN GOVERNMENT PLAN

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

Date of Update	Section Name and Number	Description of Update
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.
4/8/10	Cover page	Updated to include image of GSA eagle.
	Table of Contents	Updated to include Sections 9 and 10 and paginated to begin on page i.
	Document footer and pagination	Updated document pagination to begin with Executive Summary on page 1.
	A Message from the GSA Administrator	Moved to appear before Table of Contents.