U.S. GENERAL SERVICES ADMINISTRATION

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OPEN GOVERNMENT PLAN

VERSION 2.0
April 2012

Fiscal years 2012 2014

This publication replaces Version 1.2
of GSA's Open Government Plan.
Version 1.2 is available online at gsa.gov/open.

Version 2.0 (April 2012) celebrates our ongoing implementation of collaborative
governmentwide initiatives, and our responsibility and opportunity to find sustainability
solutions with other agencies that will drive energy- and cost-savings throughout government.
This version highlights our current sustainability and strategic initiatives in the U.S. National
Action Plan.

A list of updates to GSA's Open Government Plan
is shown in Appendix 8.

A MESSAGE FROM GSA's OPEN GOVERNMENT SENIOR OFFICIALS

The U.S. General Services Administration is leading the way in support of the U.S. National Action Plan for open government. In our first open government plan released in 2010, we spearheaded several initiatives, fulfilling both the letter and spirit of President Barack Obama's Open Government Directive. Through aggressive public engagement and collaboration across the public, private and nongovernmental sectors, GSA has made significant strides in helping to create an open, transparent and accountable government.

Today, GSA continues to go first, introducing collaborative platforms that create a more effective and responsive government for the American public. This report highlights those initiatives and builds on the successes of earlier ones. Across the board, from an online building management institute to a program that helps small businesses with government contracting, GSA's open government efforts are bearing fruit and helping America move forward.

Using traditional methods of communication such as printed publications and contact centers, as well as cutting-edge techniques including challenge.gov and social media, our open government plan builds bridges between the government and the public it serves. Individually, these tools smooth communication pathways across society: government acquisition officers and industry partners, e-recyclers and Federal IT users, agencies with challenges that need solutions and the creativity of the private sector. Collectively, they represent an unprecedented step toward a modern, responsive government that invites open and direct engagement with the broader public.

Above all, the GSA 2012 Open Government Plan helps us and, by extension, the entire Federal Government, become savvier buyers, users, and disposers of goods and services. It raises the bar on good management and demands higher standards of accountability by asking the public to become active participants in our government. In so doing, the plan delivers on GSA's mantra: more for mission. As Federal agencies become more responsive to the public, they will become better stewards and smarter users of taxpayer dollars.

While we're proud of the tremendous work that has gone into the open government plan, we recognize that our work is far from finished. Therefore, we invite the public to contribute ideas about how we and our government can become more accessible and transparent. We welcome your feedback as we build a more accountable government for today and tomorrow.

Sincerely,

David L. McClure   Kathleen M. Turco
Open Government Senior Official   Open Government Co-Lead

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1. EXECUTIVE SUMMARY

When President Barack Obama challenged Federal agencies to increase transparency, participation and collaboration with the public, the U.S. General Services Administration eagerly stepped forward. Open government is much more than releasing information. It's about harnessing the skills and talents of the American people, establishing greater collaboration among Federal agencies and ensuring that the taxpayer's money is wisely spent. We are doing this in remarkable ways, and we will continue to advance open government principles within our enterprise and across government.

GSA is responsible for annual purchases of more than $65 billion in products and services, nearly 10,000 buildings nationwide and more than 200,000 government vehicles. As such, we can implement energy solutions from the private sector in our portfolio of real estate and energy-related acquisitions. Our reach spans the nation, so we are in a unique position to test and validate new ideas in different regions. Since we are the business arm of the government, and as an agency with governmentwide policymaking duties, it is particularly important for GSA's operations, processes and initiatives to be as open as possible.

"The pillars of our plan do not stray from the tenets of the president's Open Government Directive," said then GSA Administrator Martha N. Johnson. "We remain squarely focused on – and committed to – transparency, participation and collaboration." GSA continues to make great strides in expanding opportunities for our customers and the public to engage and collaborate in the business of our agency. We've moved from embracing open government principles to forging actions and initiatives that will yield major benefits, including greater accountability, increased collaboration and a stronger bond between citizens and their government.

Open government is not new to us. For many years, we've played a vital role in implementing the principles through governmentwide policies and initiatives. We provide information directly to the public through the Internet and have established collaborative platforms and tools for use across the government. Our top priority is to use our expertise to provide solutions to our customers in support of their missions. We have delivered information to consumers for more than 40 years and have worked with Federal agencies for years to make their data and websites available to the public.

This plan highlights our unprecedented effort to cut the Federal environmental footprint, increase performance and position the government as a leader in sustainability. We will do this by aggressively pursuing high-impact improvements in a transparent, participative and collaborative way with government colleagues and industry partners.

We have completed the following flagship initiatives since the previous versions of GSA's Open Government Plan:

- Terms of service agreements,
- Open Government Public Engagement Tool,
- Challenges and Prizes Platform, and
- Citizen Engagement Platform.

GSA's current open government plan includes four agency flagship initiatives. Of those, two are new and highlight our work with Federal high-performance green buildings and our role in disposing of and recycling electronics waste. Our flagship initiatives demonstrate our governmentwide leadership role in supporting other Federal agencies, and each can affect every Federal agency.

The four flagship initiatives are:

- Business Breakthrough,
- ePubs (Google) U.S. Government Bookstore,
- Federal Business Personnel Training Act – FMI.innovations.gov, and
- Electronic waste disposal.

We are also highlighting two U.S. National Action Plan technical platform initiatives that support governmentwide performance management and open-source sharing.

Business Breakthrough
Business Breakthrough helps businesses gain a better understanding of the intricacies of the Federal marketplace and learn more about ways they can use our contracting vehicles to take advantage of opportunities for growth. This initiative is funded through Federal appropriations.

ePubs (Google) U.S. Government Bookstore

The ePubs (Google) U.S. Government Bookstore partnered with the Government Printing Office to make popular government publications available for free download. Because of the huge volume of publications on Google Books and subsequent competition with retail publications via the site, we pursued expanding USA.gov to include a publications section. Now, consumers can order print copies from the Pueblo distribution center, as well as download PDF, EPUB, HTML and mobile files to their device of choice. The new Publications.USA.gov website is highly successful providing copies of consumer publications in English and Spanish. To date, we have provided more than 700 publications to consumers from Publications.USA.gov. In six months, we distributed hundreds of thousands more publications through our website than through Google Books. This initiative is funded through Federal appropriations.

Federal Business Personnel Training Act - FMI.innovations.gov

The creation of the Facilities Management Institute as a public facing "cloud institute" to implement the requirements of the Federal Buildings Personnel Training Act has been structured to embody the principles of transparency, participation and collaboration. No membership will be required for FMI.innovations.gov, an open site where the public, Federal agencies, professional societies, industry associations, apprenticeship training providers and academic institutions will come together to collaborate on every aspect of reducing the cost of the Federal Government while increasing its productivity. This initiative is funded through the Federal Buildings Personnel Training Act.

Electronics waste disposal (eWaste disposal)

The Federal Government is one of the largest entities using such electronics and must take a leadership role in efforts to stop and reverse the trend of inappropriate disposal of electronics. The electronics waste disposal initiative comprises two main activities: policy and reporting. The policy of how Federal agencies dispose of their electronics is now being re-written. The policy will direct agencies to only dispose of their electronics to recyclers or refurbishers who meet one of two certification programs, the Responsible Recycling Program or the e-Stewards Program. The second part of the initiative, reporting, focuses on gathering the information necessary to understand how electronics are being disposed of and to ensure agency compliance with the policy revisions. This initiative is sustainable through the National Strategy for Electronic Stewardship.

Through these efforts, we support the administration's goal of creating a more open government, improve openness for the entire Federal Government and increase public awareness of government operations.

GSA continues to engage the public and uses social media tools to solicit input from and provide useful information to the public. One example is the USA.gov Facebook page. 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 summary, we believe that the GSA Open Government Plan demonstrates that our agency is listening to the public and our customers and is aiming for openness as an operational standard. We urge you to read our plan to learn more about our ongoing activities to create a culture of transparency, participation and collaboration within GSA, throughout the Federal Government and across levels of government.

2. INTRODUCTION

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

Agencies across the government are able to fulfill their individual missions because of our 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 us. We help keep the nation safe by providing tools, equipment and nontactical vehicles to the U.S. military. We also provide state and local governments with firefighting and rescue equipment, and law enforcement and disaster recovery products and services.

Our priorities and significant efforts for the coming year demonstrate our commitment to increasing our sustainability while laying the groundwork for a zero environmental footprint. This plan showcases initiatives that make up an unprecedented effort to cut the Federal environmental footprint, increase performance and position the government as leaders in sustainability. We will do this by aggressively pursuing high-impact improvements in a transparent and collaborative way with government colleagues and industry partners. Our zero environmental footprint goal provides a single, unifying purpose to align private-sector incentives with public policy.

President Obama highlighted his administration's commitment to open government when he unveiled the U.S. National Action Plan on Sept. 20, 2011, at the United Nations. We are proud to highlight some of the ways that we have advanced America's domestic open government agenda and created a more efficient and effective government through greater transparency, participation and collaboration. To support these efforts and those of our customer agencies, we have led a number of the U.S. National Action Plan open government projects, including the open government platform, national dialogue on improving Federal websites and performance.gov.

Data.gov, Challenge.gov, USAspending.gov and Business Breakthrough go hand in hand as powerful tools to support the administration's open government efforts. Data.gov helps Federal agencies open their information and data to the public. It allows the public to harness vast amounts of government data, ranging from seismic activity trends to energy usage. Challenge.gov is a venue for agencies to tap into the collective wisdom of the public and draw out the best and brightest ideas for solving the nation's challenges. So far, 41 agencies have issued 159 challenges that have helped make buildings greener, prepare communities for disasters, create mobile applications and better deliver humanitarian relief. And this year, USAspending.gov was updated to include new features and functionality that improve public

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transparency about Federal spending and allow taxpayers to see exactly how their money is being spent.

In addition to GSA's online open government efforts, we are committed to increasing our outreach efforts to small businesses, partnering with more than 260 small firms through our Business Breakthrough Program conferences. In seven major cities across the country, attendees have learned firsthand from our subject-matter experts from the Public Buildings Service and Federal Acquisition Service about the intricacies of our procurement culture and how to successfully compete for government contracts.

We will demonstrate our commitment to open government through continued public engagement. We continue to use innovative technologies to solicit ideas from the public, and we use challenges as incentives for the public to provide good ideas.

Figure 1 shows the process we used to develop our open government plan. Using Federal agency guidance, the plan used ideas we received from the public, and feedback from internal and external working groups. This plan includes more extensive information about our current programs, initiatives and ongoing mission activities that fulfill the administration's open government goals.
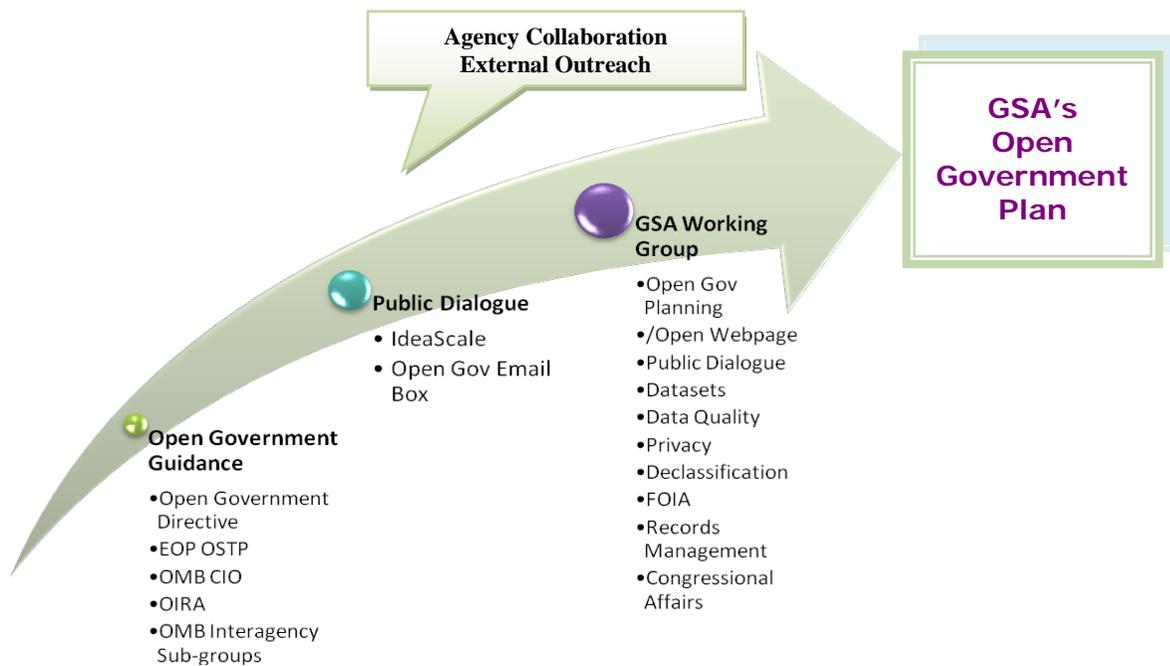

Figure 1. GSA's Open Government Plan Development Process

3. LEADERSHIP, GOVERNANCE AND CULTURE CHANGE

By establishing collaborative platforms and tools across the government, GSA has firsthand knowledge of the work involved in shaping a more open government. We fully supports the president's open government guidance and cites it as a fundamental change in government culture and operations. We have already started implementing changes to leadership and governance that will incorporate open government principles into daily operations. This section includes information about our

- Open government plan governance and approach, and
- Open government alignment with our strategic transformation.

3.1 Open Government Plan – Governance and Approach

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

- Assigned two senior executive sponsors to serve as lead and co-lead and to oversee open government planning;
- Designated a senior accountable official to implement the quality framework over financial data;
- Assigned an open government program manager to manage the Open Government Directive requirements and reporting; and
- Created an open government working group to facilitate cross-functional planning.

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

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

As part of our governance, the open government executives will work with the Federal Acquisition Service and Public Buildings Service to identify future open government activities in these core mission areas. We will update our plan to include these activities and time frames.

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

- Executive Summary;
- Introduction;
- Leadership, Governance and Culture Change;

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- Engaging the Public to Formulate the Open Government Plan;
- GSA Open Government Initiatives;
- Transparency;
- Participation;
- Collaboration;
- Cross-Agency Transferability; and
- Conclusion.

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

Open Government Senior Executives

David McClure: Lead

Kathleen Turco: Co-Lead

Executives

FOIA: Anthony Costa

Financial Quality: Alison Doone

Strategic Action Plan for Transparency: Casey Coleman

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Declassification: Lewis Ratchford

Privacy: Kim Mott

Datasets: Barbara Scott

Congressional Affairs: Marcia Herzog

FOIA Records: Eleni Martin

OMB Working Group

Open Gov: Kathy Conrad, Sally Kiel

Energy/Green Environment: Kevin Kampschroer

Privacy/Security/Confidentiality: Kim Mott

Jobs: Kim Sasajima

Quality Framework: Angela Smith

Figure 2. GSA's Open Government Governance

3.2 Open Government Alignment with GSA's Strategic Transformation

We believe strongly in a culture of openness. This has been demonstrated through the new strategic goals, through the dedication of an executive to the goal of collaboration and through the creation of a high-priority performance goal that focuses on creating a transparent government.

We believe that changing fundamental behaviors, methods and processes will help us to reach new transformational goals. To reach these goals and sustain the open government momentum, our strategic plan, performance goals and budget process will guide our action to implement the open government plan.

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

GSA strives for performance excellence and seeks continuous improvement that will help us deliver meaningful and useful solutions for our customers, industry partners and employees. To achieve operational excellence, we embrace 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.

The GSA Open Government Plan is a blueprint for implementing the principles of open government. Our mission, vision, and strategic and high-priority performance goals are included as Appendix 2.

GSA's Performance Measures Incorporate Open Government Principles. GSA's overall performance framework for open government focuses on driving greater transparency and openness in government. We plan to drive openness principles by adopting agile technologies, processes and expertise for public engagement. We plan to meet our commitment by incorporating open government principles into our daily operations.

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

Open Government Initiatives. Included in Section 5 of this plan, our open government initiatives frame our current and future open government activities. The goals of our initiatives are reflected in Appendix 4. Updates to the plan will also monitor the progress and implementation of these initiatives.

4. ENGAGING THE PUBLIC TO FORMULATE THE OPEN GOVERNMENT PLAN

From Feb. 6, 2010, to March 19, 2010, GSA conducted a dialogue with the public and employees, and solicited ideas for creating a culture of openness at the agency. The dialogue collected information on public input into the creation of the GSA Open Government Plan, proposed data sets to be published by GSA and data that should be on a website. Our moderators monitored the site and categorized comments from the public as on topic, off topic, or in violation of the participation terms. On-topic ideas were forwarded to the appropriate program offices, and off-topic ideas were moved to an off-topic section of the site.

This section includes information about the engagement dialogue and our:

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

4.1 GSA's Public Consultation

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

- Transparency,
- Participation,
- Collaboration, and
- Innovation.

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

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

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4.2 Ideas Chosen for Implementation

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

- Make eBuy solicitations available to all vendors for perusal;
- Develop a better GSA Advantage search engine so it provides "Google-like" results that help agencies locate services;
- Create a North American Industrial Classification System codes and GSA Schedules Program matrix or table that can be referred to that shows which GSA schedule solutions relate to which NAICS codes;
- The government should set up "MyGov.gov" so that citizens can make a personal profile and only get email notices about the things that are important to them;
- GSA should add more records to Data.gov from its public-facing websites, both on and off dot-gov networks; and
- Share contracting information across all regions; the contract specialist community, as well as other communities, aren't connected across the GSA regions.

Visit our [Open Government Implementation Dashboard]() to track our progress implementing our open government milestones. To date, only one milestone has been cancelled. We canceled the milestone "Devise a way to link from Catalog of Federal Domestic Assistance (CFDA) to [Grants.gov]() to find usable grants" because investments in the current catalog systems have been put on hold pending a major redesign of the system. Since the catalog is being merged into the new system for Award Management System (planned for calendar year 2014), it does not make sense to make further investments in the old system at this time. GSA will continue to evaluate ideas received from the public.

4.3 GSA's Public Dialogue

We continue our dialogue to increase public participation and to gather ideas about how we can improve openness. We engaged the public using the following forums:

- GSA Regulatory Review,
- The Better Buy Project, and
- The PBS Industry Relations IdeaScale.

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

Better Buy. This dialogue continues as we solicit advice on ways to use collaborative technology to improve Federal Government acquisition. The acquisition process – the way government buys goods and services – is among the most complex and least transparent aspects of government. The Better Buy Project asks for the public's best ideas on how to make the process more open and collaborative. We're looking primarily at the activities that take place before the government signs on the dotted line to buy a product or service. GSA will select promising ideas to be piloted on future acquisitions. Visit Better Buy Project for more information and to submit comments.

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

4.4 GSA's Open Government Mailbox

Our Open.Government@gsa.gov mailbox has been open for suggestions on our plan and initiatives since it was published April 7, 2010. We forward emails that we consider actionable to the appropriate GSA offices. We are committed to incorporating relevant and useful ideas received from the public. We have been successful in implementing useful ideas and will continue to respond to public feedback.

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5. GSA OPEN GOVERNMENT INITIATIVES

GSA supports the administration's goal of creating a more open government and fosters openness for the entire Federal Government. Our open government initiatives have the potential to impact every Federal Government agency in keeping with our mission to support them in conducting their missions. Appendix 4 includes the high-level milestones and timelines depicting where we plan to be in the next one to two years, and Appendix 5 maps the alignment of the open government initiatives to GSA's strategic and high-priority goals.

Since launching our open gov initiatives in 2010, GSA has gained valuable insight and experience on how to best engage the public to improve delivery of our mission. We are applying what we have learned to our new initiatives, and enhancing our tools and training.

Key lessons learned include:

- Provide agencies with policy-compliant tools to accelerate use of new technologies to engage the public.
- When providing tools, educate agencies about mission related benefits and capabilities, and how policy and legal concerns have been addressed to break down barriers to use.
- Tools should be tested for compliance with security, accessibility and privacy requirements.
- Building platforms based on open source tools for government wide use can be more complex than expected. Customer demand and needs must be well understood to anticipate required resources.
- Provide advice and implementation assistance along with tools to address agency needs.
- Use crowdsourcing to reach outside traditional sources for innovative input and ideas.

GSA's Open Government Flagship Initiatives. The Office of Management and Budget directed agencies to describe at least one specific new transparency, participation or collaboration initiative being implemented or planned – a flagship initiative. Our current open government plan includes four agency flagship initiatives. Of those four, two are new flagship initiatives that highlight our work with Federal high-performance green buildings and our role as the lead in disposing of and recycling electronic waste. Our four flagship initiatives are:

- Business Breakthrough,
- ePubs (Google) U.S. Government Bookstore,
- Federal Business Personnel Training Act – FMI.innovations.gov, and
- Electronics waste disposal (eWaste).

We are also highlighting two U.S. National Action Plan technical platform initiatives that support governmentwide performance management and open source sharing.

5.1 Flagship Initiatives

Business Breakthrough. The White House and GSA launched a program to give companies a leg up in Federal contracting. Business Breakthrough is a new GSA program to arm businesses with information that will help them compete for Federal purchases that flow through GSA each year. Business Breakthrough will offer companies a robust workshop agenda full of up-to-date information on how to navigate government contracting. The program is a vital next step in our efforts to maintain an open dialogue with the business community and provide innovative companies with the tools to grow and create new jobs. We envision the program being particularly useful to companies that are too large to qualify for small-business procurement advantages but not large enough to compete with the nation's largest corporations.

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

GSA is positioned at the crossroads of business and government. Our work includes about $50 billion worth of business each year. Business Breakthrough will help companies maximize their competitiveness to tap into this market. Business Breakthrough toured each of GSA's 11 regional cities in 2011 and educated more than 600 business owners striving to grow their Federal past performance and identify new strategies for competing in the large business arena. The final regional workshop was set for March 27-29, 2012, in New York City. Firms that missed the regional workshops can find the Business Breakthrough content online in the new webinar training course to be released in May 2012. Visit GSA Business Breakthrough Program for more information.

ePubs (Google) U.S. Government Bookstore. One of GSA's longest-running publication programs providing consumers important information on health, government benefits, managing finances and more is now available for free electronic download through a program with Google Books. Since 1970, our Federal Citizen Information Center in the Office of Citizen Services and Innovative Technologies has been distributing government consumer publications on topics such as staying healthy, understanding government benefits, managing finances and saving money, and avoiding scams and identity theft. We entered into the partnership with the Government Printing Office and Google Books to distribute these consumer-related publications free of charge. The Federal Government publications are being distributed electronically from Google, as well as in hard copy by the Federal Citizen Information Center print distribution facility in Pueblo, Colo., which is operated by GPO for the FCIC. The publications are available by searching Google or Google Books. The public can freely view and download PDF copies of the publications to desktops, laptops, e-readers and mobile devices.

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

GSA has completed this flagship initiative. To date, we have more than 100 publications available in Google Books. However, because of the huge volume of publications on Google Books and subsequent competition with retail publications via the site, we pursued expanding USA.gov to include a publications section to allow consumers to order print copies from the Pueblo distribution center, as well as download PDF, .EPUB, .HTML and mobile files to their device of choice. The new Publications.USA.gov website is highly successful, providing copies of consumer publications in English and Spanish. To date, we provide more than 700 titles to consumers from Publications.USA.gov. The website has been available for six months and over

that time, we have distributed hundreds of thousands more publications through our website than through Google Books. As a result, FCIC is devoting our resources to Publications.USA.gov, adding more publications, expanding our search feature and improving on our already robust shopping cart.

Publications.USA.gov expands the reach of Federal consumer information by leveraging new digital technology. The public will be able to view and download PDF copies of the publications on Apple's iPad, Sony's Reader, the Barnes & Noble Nook and Android-based phones. GSA is embracing the changing environment and building on the successful USA.gov brand, thereby placing important consumer-related government information into the hands of those who want and need it. We're happy to help our partner agencies take advantage of this exciting opportunity to participate in the distribution of print and electronic copy publications through Publications.USA.gov and take advantage of FCIC's successful promotional opportunities. Visit Publications.USA.gov for more information.

Federal Buildings Personnel Training – FMI.innovations.gov. The Open Government Directive is rooted in three principles: transparency, participation and collaboration. The creation of the Facilities Management Institute as a public facing "cloud institute" to implement the requirements of the Federal Buildings Personnel Training Act has been structured to embody those same three principles. FMI.innovations.gov will be an open site where the public, Federal agencies, professional societies, industry associations, apprenticeship training providers and academic institutions will come together to collaborate on every aspect of reducing the cost of the Federal Government while increasing its productivity.

The site will provide users with updates on the program milestones and the road ahead for future development. The public can use this information along with the data provided on sites such as energy.Data.gov and from the Energy Information Administration (eia.gov) to monitor the effectiveness of the training mandated by the Federal Buildings Personnel Training Act – providing complete transparency between the goals and the achievement of those goals. Further, there will be opportunities to participate in blogs and forums as part of shifting the current facilities management paradigms from "set it and forget it" and "crisis response" to the strategic application of alignment, integration and innovation.

The public will also have access to the knowledge portal aspects of the site that will quickly connect them to state-of-the-art applied research at the Federal Government's national labs, major research universities and industry nonprofits. The site will also be a resource for anyone with expertise in

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- facilities management and building operations,
- resource management,
- waste management and sustainability,
- energy management,
- applied research technologies,
- process improvement, or
- performance metrics.

It's also useful for those with an innovative idea for how to save the government money through the business, technical, behavioral or enterprise knowledge, aspects of our facilities to learn about the program and collaborate across government, industry and academia to apply their expertise or give visibility to their ideas.

The Federal Buildings Personnel Training Act sets up a strategic partnership between GSA and the Department of Energy to implement the requirements under the act. FMI.innovations.gov takes that partnership and collaboration with other agencies – such as the Departments of Defense and Veterans Affairs, Federal Aviation Administration and Environmental Protection Agency – to the next level by highlighting the training offered by each agency. A Web tool is being developed to allow members of the Federal facilities workforce to see the newly OPM developed career path corresponding to their position and level within their organization. The career path will come with a matrix of courses, certifications, licenses, degrees and registrations that represent the core competencies reflected in their career path. These courses, certifications, licenses, degrees and registrations will be provided through a combination of Federal agency and private industry training.

Following the development of the methodology for modifying our facilities management service contracts governmentwide, our private sector contractors will be required to possess and demonstrate the same core competencies as our Federal employees. Much of the in-house Federal agency training is not available to contractors, and thus, the training will need to come from industry and academic training providers. This represents a big opportunity for growth in the training industry but will also require new levels of transparency, collaboration and participation to implement this program under the significant and ever increasing budgetary constraints we must deal with. Collaborating with state and local governments represents an opportunity to pursue an economies of scale model based on them adopting the Federal Buildings Personnel Training Act developed core competencies and the courses, certifications, licenses, degrees and registrations that represent them. FMI.innovations.gov will enable this

collaboration at any scale by making the core competencies and methods to gain them public for review and adoption. We have already begun conversations with New York City regarding this effort.

From the program's inception, we have fostered collaboration and participation by all public and private stakeholders. To date, two Federal agency forums and one public industry symposium have been held, and the comments, plus the strengths, weaknesses, opportunities and threats analysis, have been used to inform the creation and structure of the Facilities Management Institute. Additionally, the job task analysis conducted by a contracted psychometric firm produced core competencies for these job functions: facilities manager, building operator/technician and energy/sustainability manager.

These job task analyses were released through the Federal Register for public comment. The public comments came from Federal agencies, industry training providers, academics and the public with subject-matter expertise and interest. These comments have been invaluable as GSA completes the identification of the core competencies for the act, which directs that these core competencies be indentified "in consultation with professional societies, industry associations and apprenticeship training providers." And the consultation and collaboration will continue transparently through the Facilities Management Institute to inform the structure of the institute. This input has informed the structure of the Facilities Management Institute.

Electronics waste disposal (eWaste disposal). What do you do with your old computers, cellphones, TVs and microwaves? Do you just throw them out? The eWaste initiative encourages Federal agencies to take a leadership role in efforts to stop and reverse the trend of inappropriate disposal of electronics across the U.S.A. The initiative followed publication of the National Strategy for Electronics Stewardship, which was created by the Interagency Task Force on Electronic Stewardship. This task force was co-chaired by the White House's Council on Environmental Quality, the Environmental Protection Agency and GSA.

The Interagency Task Force on Electronic Stewardship saw the leadership role that the Federal Government can play in improving public health and our environment, as well as the health and environment of those living in foreign nations.

As the world's largest purchaser and consumer of electronic assets, we have a great opportunity to influence how these devices are managed. According to the National Strategy for Electronics Stewardship report, "From computers and cellphones, to portable communication and music devices – the United States of America is, and will continue to be, a global leader in designing and developing new and improved electronic technologies. These technologies have become critical to our way of life and to our growing economy. With these technologies, however, comes the increasing challenge of protecting human health and the environment from the harmful effects associated with the unsafe handling and disposal of these products. Meeting this challenge will require a new strategy for electronics stewardship – one that is innovative, flexible and pragmatic – that allows Americans to manage the electronics we use today more sustainably, and simultaneously promotes the new and innovative technologies of the future. Innovation is woven throughout America's history and culture and is an asset we must employ to find solutions to the challenges we face today to sustainability manage our electronics."
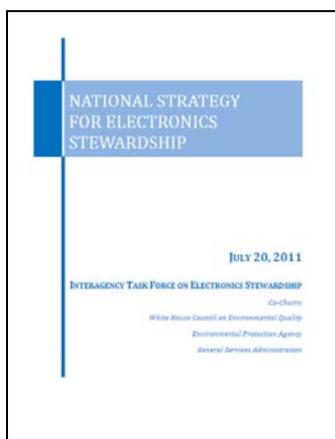
The new strategy creates a roadmap of how the Federal Government can use its authority and leverage resources to meet the increasing challenge of protecting human health and the environment from harmful effects of unsafe handling and disposal of computers, cellphones, music devices and other electronics products. The strategy provides an innovative, flexible, pragmatic approach that allows Americans to manage the electronics we use today more sustainably and simultaneously promotes the new and innovative technologies of the future. Electronic devices are being disposed of in landfills, where the heavy metals and hazardous compounds could seep into the groundwater; or are being recycled inappropriately in the U.S. and abroad, where there is a danger to the people and the environment.

The Federal Government is the largest entity using such electronic assets and must take a leadership role in efforts to stop and reverse the trend of inappropriate disposal of electronics. The e-waste initiative is comprised of two main activities: policy and reporting. The policy of how Federal agencies dispose of their electronics is being rewritten. We had a bulletin published in February and Federal Management Regulations revision shortly thereafter. GSA is planning on using an innovative approach to inform our customers on the provisions of the bulletin and regulation. We're engaging Broadnet to discuss how we can conduct a virtual town hall meeting to provide this information, as well as to gather feedback. This forum will be in addition to the normal public comment opportunities during the formal rulemaking process. The policy will direct agencies to only dispose of their electronics to recyclers or refurbishers who meet one of two certification programs, the Responsible Recycling Program or the e-Stewards Program. The second part of the initiative, reporting, focuses on gathering information to understand how electronics are being disposed of and to ensure agency compliance with the policy revisions. We developed an automated tool to collect this information and intend to publish the data on Data.gov to make our activities more transparent to the public.

Electronics Waste Disposal in Operation. GSA and EPA employees recently toured a local e-waste recycling facility in Islip, N.Y. The group saw demonstrations of how computers are broken down, part by part, with hard drives and data tapes being shredded. Our recycling efforts at our New York City office buildings during this past year have already kept 1,330 tons of office and building waste out of landfills. The group discussed the Federal role in leading by example in promoting electronics recycling, which is also creating new economic opportunities and jobs in this emerging growth industry. Federal agencies in GSA-managed facilities can learn more about how to recycle used electronic equipment by contacting their local GSA Building

[Management Office](#). In addition, many computer or computer-related items (such as printers and copiers) can be reused and are eligible for donation to qualifying educational institutions.

During another visit to Georgetown, Ky., our staff toured a facility and discussed new opportunities created by the Obama administration's [National Strategy for Electronics Stewardship (opens a PDF)](#). Electronics contain large quantities of rare, valuable and hazardous materials. Certified electronics recycling facilities divert hazardous materials from landfills so that the hazardous and reusable materials can be reclaimed to prevent hazard to human health and the environment. At the Kentucky company, we saw promising prospects for growth in the electronics recycling business because the national strategy directs Federal e-waste stream to certified electronic recyclers.

The overarching goal of the national strategy is to turn the Federal Government, the largest consumer of electronics in the country, into the most responsible consumer through a series of changes to how we purchase electronics and how we dispose of them. This initiative will foster growing recycling industries and create green jobs, while reducing our landfill disposal of materials that go into everyday electronics. [Electronics waste disposal](#) is an interagency effort to address responsible design, purchasing, management and recycling of electronics. We will use our purchasing power to drive design changes to reduce product impacts across their lifecycles by removing products that don't meet energy efficiency and environmental standards from our information technology purchase contacts. Certified electronics recycling facilities will help us achieve this goal and will add jobs to their payroll in the process. We have issued a bulletin to ensure that all electronics used by the Federal Government are reused and then recycled properly by certified electronic recyclers. We will also ban used Federally owned electronics from landfills.

In partnership with a certified electronic waste recycler, Seattle Federal Government employees brought in their electronics to make sure they ended up at a recycler skilled at disposing of electronic waste. GSA's Northwest Arctic Region and EPA's Region 10 kicked off an event where employees recycled old laptops they brought from home. On America Recycles Day, employees saved more than 4,800 pounds of old computers, monitors, printers, cellphones and batteries from the landfill, at the electronic waste recycling event.

5.2 Other Initiatives

GSA continues to expand open government by building and sharing new platforms that other agencies and countries can use. The following initiatives support the U.S. National Action Plan by sharing resources across countries, creating a more effective government and providing greater accountability. These initiatives feature technical platforms that support the administration's strategic initiative for Federal performance reporting and open source sharing.

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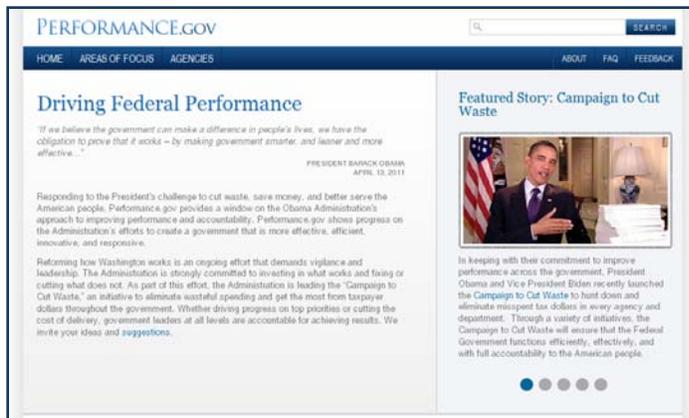
Performance.gov Enhancement. The Office of Management and Budget began working with agencies to develop a plan for modernizing performance reporting at the beginning of the administration, and the Performance Improvement Council identified this as its top strategic priority in 2010. As a first step, OMB and GSA developed a beta version of Performance.gov in fiscal year 2010 focusing on agency priority goals, funded by the E-Gov Fund at GSA. The site allows performance information to be communicated in a format that users can more easily organize for multiple purposes. Going forward, to meet Government Performance and Results Act Modernization Act requirements, OMB plans to work with GSA and other agencies to put in place a more robust platform that helps agencies meet their reporting requirements under the act in a way that is efficient and useful. The GPRA Modernization Act of 2010, signed into law Jan. 4, 2011, put in statute a variety of reforms being pursued by the administration to modernize the Federal Government's nearly two-decade performance management framework. To further administration progress, Congress included transparency provisions in act, which ensure the following:

- Develop and deploy a single Federal website that complies with the act and provides performance information for Federal and agency priority goals;
- Develop a consolidated list of Federal Government programs for inclusion on the site; and
- Consolidate all core agency strategic plan information and annual performance reports on this website in a "searchable and machine readable format."

Performance.gov, managed by GSA, provides the public access to Federal performance information. It improves access to and understanding of this information through a central site and in a consistent manner. We make available new performance information on the site and highlight insights into the commitments of the government to data-driven performance decision-making. We invite the public to offer suggestions for improving Federal performance management and the Performance.gov site itself. The performance information itself undergoes congressional consultation as required by the GPRA Modernization Act. Increased consistency in performance information facilitates the identification of best practices and opportunities for shared goal establishment. The Federal program list will provide:

- Insights into the work agencies do;
- Enhanced understanding by the public of what the government does, and

GSA

- Insights into the complexities of the Federal Government to employees.

Open Government Platform. In July 2011, as part of the continuing U.S./India Strategic Dialogue, the two countries committed to jointly develop an open source "Data.gov" platform by early 2012. Leveraging the high technology strengths and institutional expertise of both countries, the "open source" platform is intended to provide public access to government information via a user-friendly website and to streamline delivery of e-government applications to the public. To view the announcement, visit "Open Source" Platform.

The U.S. and India began working on the project, initially called "Data.gov-in-a-Box" to combine the capabilities of both the U.S. Data.gov site and India's document portal into an open-source package that would be available to any level of government throughout the world, free of charge and intellectual property constraints. Teams from the GSA's Data.gov Program Management Office and India's National Informatics Centre, India's premier agency for information technology, began working together in the summer of 2011 to develop Data.gov-in-a-Box. The kickoff was a weeklong knowledge exchange in Washington, D.C.

The U.S. and India teams divided the work on the project, renamed the Open Government Platform to reflect its broad scope. The U.S. team would develop the code for the Data Management System. The system provides the tools and capabilities for an automated process for publishing data in the platform. The India team would develop the code for the website and communities, based in large part on the existing Data.gov but with significant enhancements. The U.S. team completed the code for the system in November 2011 and immediately made the code available publicly on GitHub with additional information on Data.gov. The India team is finishing the code for the website and communities, and the U.S. and India teams will work together to integrate and test the platform package, with the launch in March 2012. Discussions were ongoing to identify interested countries for the initial launch of the Open Government Platform. Once the platform is complete, any government around the world, at any level of government, will be able to use it to quickly launch its own open government platform to provide access to government data, documents and improve services to the public. In addition, the United States has committed to using the platform for its own Data.gov site.

The Open Government Platform project is part of the U.S. National Action Plan, as one of its commitments to the open government partnership, a new multilateral initiative aimed at securing concrete commitments from governments to promote transparency, empower the public, fight corruption and harness new technologies. The platform also fully supports the president's memorandum on transparency and open government, as it will make government more transparent, participatory and collaborative. By providing the platform as a complete, open-

source package, governments across the world and within the United States, at any level, will be able to quickly launch their own open government sites to provide more transparency and improve services to the public. The communities module of the platform package will also make it easier for greater participation and collaboration by government agencies and the public around specific topics addressing key challenges such as health, education and energy. For more information, visit Open Government Platform. This initiative is also featured in the U.S. National Action Plan.

6. 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 information on contracts and pricing. We also launched FirstGov.gov (now USA.gov) in September 2000 to facilitate public access to Federal information. We also work closely with the Office of Management and Budget to develop, implement and launch e-government initiatives to publicize government information to fulfill the requirements of the administration's open government agenda.

In this section, we provide information about

- Disclosure of useful information,
- Our strategic action plan for transparency,
- Our information policies,
- Compliance with the administration's transparency initiatives
- Our open government Web page,
- Information for the public about us, and
- Connections for the public and agencies to our information.

6.1 Disclosure of Useful Information

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

GSA's Office of Small Business Administration Data. The Small Business Dashboard provides information about small-business participation in Federal contracting. This page includes data for small businesses owned by women; minorities; socially and economically disadvantaged individuals; and service-disabled veterans of our armed forces. The dashboard features a tool that users can apply to design their own snapshots of small-business data. Users can then save the resulting data set as a file or publish a updating feed of the data. The dashboard enhances transparency, and helps Federal agencies and the public assess the government's performance in meeting statutory goals for small-business contracting. Our small-business data are available on the dashboard at GSA Small Business Contracts. Additionally, our Office of Small Business Utilization has many resources to help small businesses compete. One valuable resource is the "Doing Business with GSA" booklet, geared toward new and prospective contractors. It explains the process, offers practical advice and lists helpful websites. Those businesses seeking subcontracting opportunities can also review our subcontracting directory.

USA.gov. USA.gov is the U.S. government's official Web portal, making it easy for people to find government information useful in their daily lives, as well as during emergencies. In fiscal year 2011, we launched several new capabilities to engage the public effectively. USA.gov interacts with its customers through social media, websites, polls, blogs, surveys, user tests, focus groups, and day-to-day feedback by email, phone and Web chat. USA.gov uses public input to transform its business, providing information where, when and how the public chooses to consume it. In response to customer preference, USA.gov introduced mobile apps, innovation challenges, public polls, user-generated comments, public dialogues, text messaging, electronic readers, crowd-sourced data and increased social media activity in Facebook, YouTube, Twitter,

Tumbler, Scribd and Flickr. The public gives us high scores through the American Customer Satisfaction Index, as do our agency customers who use our best practice services at our National Contact Center; Pueblo, Colo., print distribution facility; and the USA Contact contracting vehicle. These improvements encourage the public to interact on our websites and have resulted in more than 55 million visits to USA.gov, 40,000 poll responses and about 500 visitor comments. Visit USA.gov to learn more.

GobiernoUSA.gov. In response to the growing Spanish-speaking population in the United States, our Office of Citizen Services and Innovative Technologies launched GobiernoUSA.gov, the U.S. government's official Web portal in Spanish. During FY '11, GobiernoUSA.gov launched an application gallery site (apps.GobiernoUSA.gov), a collection of Spanish-language mobile sites and apps across government. GobiernoUSA.gov's weekly column – syndicated to major Hispanic portals such as MSN Latino (published on its home page), AOL Latino, Univision and Terra – was published 287 times. GobiernoUSA.gov, in collaboration with the U.S. Citizen and Immigration Services, produced and released two videos: "How to Avoid Mistakes When Applying for Citizenship" and "Benefits of Becoming a U.S. Citizen." The videos registered more than 13,000 views on GobiernoUSA.gov's YouTube channel and were featured on major Spanish-language websites, including the home pages of Univsion.com and AOL Latino. During FY '11, GobiernoUSA.gov published 70 Spanish-language FAQs on respuestas. GobiernoUSA.gov, the Spanish language version of "Answers" on USA.gov. The mobile site is accessible at GobiernoUSA.gov.

Publications.USA.gov. Since the 1960s, a top priority has been educating and protecting U.S. consumers. The Federal Citizen Information Center works with other Federal agencies to publish and distribute millions of publications each year to give the public valuable information on consumer problems and government services: home mortgages, health, managing finances, retirement, consumer protection from fraud and scams, identity theft and government benefits. To be more sustainable and reduce costs, we began digitizing our print publications and offering them in a variety of e-publication formats. We partnered with Google Books and began distributing more than 100 consumer publications for free. We launched our new website Publications.USA.gov with more than 600 consumer publications available for viewing, downloading in a variety of online formats and ordering in print from the Pueblo, Colo., publication distribution center. We are converting publications to new e-publications formats, making them available for downloading onto computer tablets, smart phones and mobile devices.

We developed, printed and released new editions of the "Consumer Action Handbook" and the Spanish sister publication "Guia del Consumidor." Consumers requested more than 500,000 copies of the handbook and more than 50,000 of the Guia. Additionally, we continue to develop, print and distribute 10 million copies of the quarterly Consumer Information Catalog, promoting publications available not only through our distribution facility in Pueblo, but also on our new Publications.USA.gov website. For our largest partner agency, the Federal Trade Commission, we distributed more than 15 million publications dealing with consumer protection tips and issues. Publication distribution through Pueblo exceeded 33 million copies in FY '11. For the first time, we are now tracking the distribution of digital publications. In FY '11, more than 1.4 million publications were either viewed in HTML or downloaded in PDF and ePub formats from our three channels: Google Books, Scribd and Publications.USA.gov

Federal Property for Sale on RealEstateSales.gov. GSA is the real estate agent for the Federal Government, and we help Federal agencies dispose of properties that no longer serve a Federal need. Our online property auction site, realestatesales.gov, is the viewing and sales portal for vacant land, residential homes, commercial buildings, warehouses and historic lighthouses. Users can visit realestatesales.gov to search by the type of property they're looking for or by state and then bid on unneeded Federal property. If you're interested in bidding, you just register online and join the auction. It's that simple. In addition to giving the public a chance to bid on government assets, disposing of unneeded property is helping to create a more sustainable government by reducing the Federal Government's real estate footprint. In June 2010, President Barack Obama issued a Presidential Memorandum directing Federal agencies to focus on improving the management of the government's real estate and getting unneeded properties off our books. Agencies have risen to the challenge and identified opportunities that exceed the president's goal to realize $3 billion in savings from the government's properties by Sept. 30, 2012. Bookmark realestatesales.gov today, and visit often. You never know what kind of deals you'll find.

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

New Site Showcases Government Energy Data. Saving energy is a priority for the government, and we at GSA are working to ensure we're saving taxpayer dollars while being mindful of the environment. At energy.Data.gov, you can examine and experiment with data such as coal production numbers, electricity generation by state and U.S. natural gas prices. You will find apps for using this information and tools to monitor, manage and save energy. You'll find challenges and competitions that provide meaningful, engaging and even fun ways for anyone to contribute to our nation's clean energy future.

Part of an ever-growing series of issues-based data communities, energy.Data.gov provides insight into our nation's energy usage and performance. It will feature never-before-released data on Federal energy use. More than 200 high-value, energy-related data sets and tools have been collected from agencies across the Federal Government, with many more to come.

Energy.Data.gov will help us find ways to lower our individual and organizational energy usage and costs. It will serve as a catalyst for government, industry and citizens like you and me to help develop innovative clean-energy technologies and new ways to achieve sustainability in our homes and buildings. It will help drive new startups that can provide cost-effective, alternative energy options and create jobs. Take a look today at energy.Data.gov, use the apps, and join the conversation to ensure that the government is using its data and resources in the most efficient and effective way possible.

Government on the Go. Mobile is the new way of the world. More than 80 percent of the people in the U.S. use mobile devices, and by 2013, more people will be accessing the Internet via mobile technology than on traditional computers. Some Federal agencies offer information

and services on mobile devices and Web applications. For example, the Internal Revenue Service has a smartphone application that allows taxpayers to track their refunds, and the Transportation Safety Administration allows mobile users to find out what they can bring on a plane. USA.gov also has a mobile-friendly site and app that places many government resources at the fingertips of citizens. Our Office of Citizen Services and Innovative Technologies is launching the Making Mobile Gov Project to help Federal agencies work together to share lessons learned and creatively solve problems to bring more government information and services to smartphones and other mobile devices. Mobile technology is changing the way we find and use information. Making Mobile Gov will bring more Web applications to smartphones and other mobile devices providing a more open and innovative government to the public. Visit Making Mobile Gov to learn more.
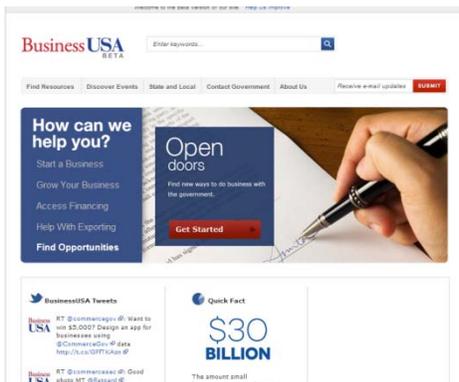
Business.USA.gov. To strengthen America's competitiveness in the global economy, we need to equip businesses with the tools and information to support innovation and job growth in the 21st century. Six major departments and agencies focus primarily on business and trade in the Federal Government. Small businesses often face a maze of agencies when looking for even the most basic answers to the most basic questions. A whole host of websites, toll-free numbers and customer service centers offer them differing advice. The result is a system that's not working for our small businesses. The President announced Business.USA.gov on Jan. 13, 2012, at a news conference. Business.USA.gov is a product of collective information and services from the following agencies who have pledged their commitment to making this site a one-stop shop for everything related to business in the U.S: Department of Agriculture, Department of Commerce, Department of Labor, Department of the Treasury, Department of Veterans Affairs, Export-Import Bank, Overseas Private Investment Corp., Small Business Administration and Trade Development Agency.

Business.USA.gov is a virtual one-stop shop with information for small businesses and businesses of all sizes that want to begin or increase exporting. Through Business.USA.gov, America's businesses can find and access relevant programs, information and other services from across government. This is just the first step, and Business.USA.gov is being released early, in beta, to ensure it continues to be designed, tested and built with the feedback of U.S. businesses.

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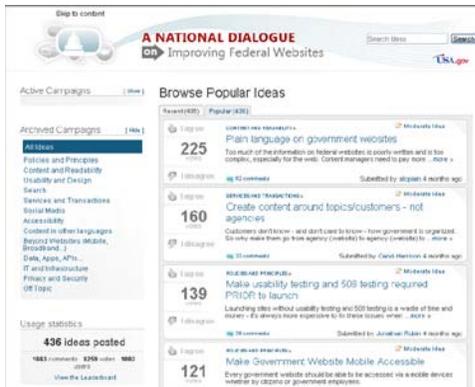
Online National Dialogue on Reforming Government Websites. The National Dialogue on Improving Federal Websites was a nationwide, two-week online conversation with the public, policymakers and Web experts to generate ideas for redefining and reinventing how the Federal Government delivers information and services online. During Phase 1 of the dialogue, people submitted and voted on ideas for improving Federal websites in key areas: content, search, usability, accessibility, social media and mobile, emerging technology, multilingual content and online services. This dialogue is part of the larger dot-gov reform initiative launched by the White House and GSA. It launched Sept. 19, 2011, and ran through Oct. 4, 2011. The dialogue had a high turnout and solicited relevant comments and actionable ideas. During the two-week period, OCSIT gathered 446 ideas, 1,663 comments and 8,259 votes from 992 individual users. GSA, the Office of Management and Budget, the dot-gov task force and various interagency groups will use the results to inform the Digital Government Strategy, and develop best practices and guidelines for improving the public's experience with Federal websites.
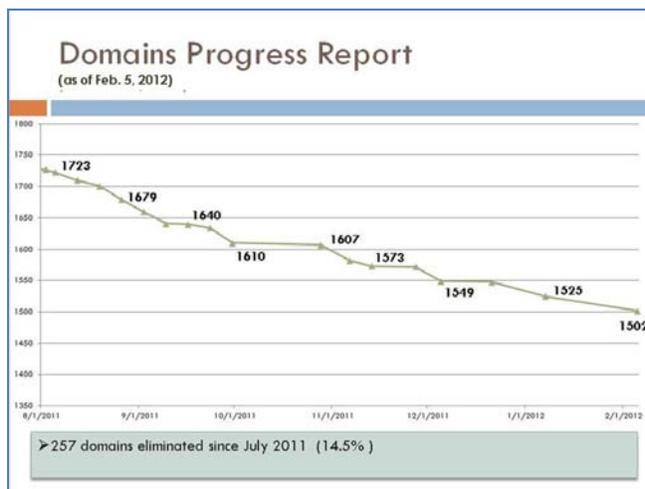
Dot-gov Reform. The dot-gov reform effort is part of the President's Campaign to Cut Waste and aims to make Federal websites more efficient and useful for the public. Executive Order 13571, "Streamlining Service Delivery and Improving Customer Service," requires Federal agencies to take specific steps to strengthen customer service, including how they deliver services and information on Federal dot-gov websites. The initiative aims to help the Federal Government manage Web resources more efficiently and effectively to provide the best value

and service to taxpayers and enable us to keep pace with rapidly changing customer expectations and technology

The Office of Management and Budget created a task force to manage the initiative, led by GSA, OMB and the White House Office of Digital Strategy, in coordination with the CIO Council and the Federal Web Managers Council. The primary action of the reform initiative in 2012 is the development and implementation of a Digital Government Strategy. The strategy will be the result of public input, an evaluation of current Federal websites and research conducted by the dot-gov reform task force during 2011, including the State of the Federal Web Report, the National Dialogue for Improving Federal Websites and the collective experience of the Federal Chief Information Officers, Web managers and others involved in managing digital communications across government. The strategy makes the case for managing digital communications as a core strategic business asset to provide a better online experience for the public, regardless of which platform or technology they use (Web, mobile, etc).

To date, the initiative has:

- Enacted a freeze on the issuance of new dot-gov domain names for the Federal executive branch;
- Published the first list of all registered dot-gov domain names so the public can see all the Federal websites they're paying for;
- Required agencies to report on their Web streamlining efforts through the dot-gov inventory, governance survey and drafting of agency Web improvement plans;
- Worked with agencies to eliminate or consolidate more than 200 domains; and
- Hosted a highly successful National Dialogue on Improving Federal Websites.

The dot-gov reform initiative promotes transparency by posting regular updates to reform efforts and posting datasets of Federal domains. The data set of Federal domains is updated regularly on Data.gov and has been visited almost 15,000 times and downloaded more than 1,400 times since being posted in July 2011. To view the domains, visit Federal Domains. To review public comments, visit National Dialogue on Improving Federal Websites.

6.2 Our Strategic Action Plan for Transparency

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

GSA

6.3 Our Information Policies

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

Our goals for information and data quality are straightforward:

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

GSA developed the "Information and Data Quality Handbook" that contains a framework for consistent data management. This framework includes the immediate next steps and long-term actions to improve the quality of our data. View GSA's Data Quality Policy.

In-process and planned actions include the following:

- Create an agencywide team to collaborate on improvement solutions and ensure open communications about problems, progress and priorities;
- Establish data quality measures and targets, and tie the metrics and monitoring into how we conduct our mission;
- Expand communications and training, particularly for acquisition activities and associated data;
- Employ Lean Six Sigma and other quality improvement methods; and
- Implement improvements related to USAspending.gov, such as further automation of the data submission process.

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

Records Management. We meet records management requirements by ensuring our employees follow the GSA Disposition Manual, our internal records management handbook. Chapter 1 of

the handbook outlines records management responsibilities for our program and administrative employees. Our offices also develop and maintain individual records maintenance plans and conduct annual reviews to ensure the plans are current and relevant. The handbook describes the delegation of responsibilities for implementing the program. It also names specific responsibilities for designated records managers, including monitoring implementation of recordkeeping activities. Employees must adequately document their actions, maintain resulting records according to GSA's Records Disposition Plan, and carry out cutoff and disposition actions in the files in a timely manner. New offices, programs or information systems must report to the records officer through the records management liaison network. The records officer works with the program manager or system to establish recordkeeping requirements, determine if an existing schedule covers the records, and if not, develop such a schedule and submit to National Archive and Records Administration for approval.

Records we create that are permanent and have been transferred to NARA may be found listed on NARA's website at the following links:

- Permanent GSA records may be found under Record Group 269;
- Public Buildings Service records are available under Record Group 121;
- Federal Acquisition Service records are available through its predecessors:
  - The Federal Acquisition Service, Record Group 137;
  - Records of the Information Resources Management Service, late Federal Telecommunications Service, Record Group 352;
- Records of the former Real Property Management Service, now a part of PBS, can be found in Record Group 291;
- Records of defunct agencies from which GSA inherited responsibilities and records include:
  - the Reconstruction Finance Corporation, Record Group G 234; and
  - the War Assets Administration, Record Group 270.

For more information about GSA's Records Management Program, visit Records Management.

Freedom of Information Act. Our policy is to respond to Freedom of Information Act requests within 20 business days and have a procedure in place to minimize backlog. Our staffing, processes and system for handling FOIA requests ensure we provide all responsive, nonexempt information to the requester. We also strive 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. If a request becomes untimely, we contact the requestor to complete the request in the shortest possible time frame. Our Office of General Counsel advises clients looking for ways to make government more transparent, participatory and collaborative. Our attorneys are engaged with the open government working group and work with clients such as the FOIA Office to discover new ways to proactively make information available to the public. The attorneys also work with clients to satisfy security, privacy and other concerns. For more information about GSA's Freedom of Information Act Program, frequently requested FOIAs and FOIA reports, visit the GSA FOIA Web page.

Accessibility for People 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 be accessible to people with disabilities. GSA establishes and supports a governmentwide network of more than 150 agency Section 508 coordinators, provides in-person and online training, and creates and manages online resources and help numbers. Our Section 508 tools, training and services are also available to state and local governments. We maintain two websites, which provide Section 508 policy guidance, tools and resources: Section508.gov and Buyaccessible.gov. Both sites offer frequently asked questions, a glossary and training to all stakeholders, including Federal agency personnel, industry, Web developers, advocacy groups and end users. For more information, visit Section 508.

Congressional Requests. GSA's congressional liaisons quickly respond to inquiries and perform a variety of tasks that includes preparing briefings for congressional hearings and handling phone calls emails and written correspondence. We provide access to our congressional requests and reports. For more information, visit Congressional Requests and Congressional Reports.

Declassification. GSA obtains copies of classified national security information documents from other Federal agencies or departments to complete our mission. We are only authorized to destroy classified documents or return them to the original creators for declassification. For more information, visit Declassification.

Privacy. Our privacy policy is posted on our websites and explains our policies and practices as they apply to our employees, contractors and clients. For more information, visit Privacy.

6.4 Compliance with the Administration's Transparency Initiatives

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

Data.gov. GSA is the executive lead and project manager for Data.gov, which is the administration's flagship initiative. The goal of Data.gov is to make the Federal Government transparent and open through clear, accessible and easy-to-use online government data. Data.gov makes public-sector data available to everyone and creates and maintains a central directory for all data published by Federal agencies. We continue to provide value to the public through an enhanced delivery channel and deployment of a shared data set hosting environment. Data.gov

empowers the public by fundamentally changing the way government shares its data and creates value through applications for daily use. Data.gov increases the public's ability to easily find, download and use data sets that the Federal Government has generated. To learn more about our data, visit the GSA's Data Sets section.

IT Dashboard. GSA coordinates the collection of information used to update OMB's IT Dashboard. Our monthly control review process collects data on our major IT investments, which includes their cost/schedule progress. During this process, GSA gathers performance results, risk management updates, security status and related information. We capture the relevant information for each major IT investment using a tool that ensures the IT Dashboard updates are consistent with data reported to OMB. We control quality on IT Dashboard submissions, and monthly data are reviewed before being submitted. Results that might affect IT Dashboard ratings are presented to the Chief Information Officer for concurrence and direction before they are posted. Our IT Executive Council reviews the status of the investments regularly. Visit GSA's IT Dashboard to learn more.

Recovery.gov. Recovery.gov is the government's official website providing easy access to data related to the American Recovery and Reinvestment Act spending. The site provides the public with user-friendly tools to track Recovery Act funds. These tools – in the form of charts, graphs and maps – display information about Recovery projects across the nation. We have 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, we 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. We collect, compile and review Recovery

Act data and information for completeness and accuracy, and disseminate data weekly via Recovery.gov. Visit GSA's Recovery Act for more information.
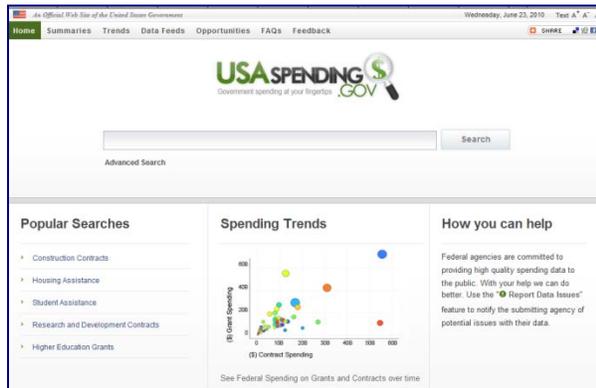
USAspending.gov. The Federal Funding Accountability and Transparency Act of 2006, also called the Transparency Act, requires a single, searchable website, accessible to the public for free, that includes information about Federal awards. The website includes information about government expenditures and payments made through contracts, grants, loans and other methods. GSA reports contracts, charge card and information technology spending to USAspending.gov. GSA's data are largely submitted from two sources: the Federal Procurement Data System and the SmartPay® program, both managed by GSA. Our organizations enter contract data into the Federal Procurement Data System periodically. Our SmartPay® 2 Program provides charge cards to U.S. government agencies and departments, as well as tribal governments, through master contracts negotiated with major national banks. Our Office of Charge Card Management receives Federal agency use of charge card data provided by the banks and submits these data to USAspending.gov each month for visibility. GSA submits its own data, as well as data for other Federal agencies. Data are displayed by agency, as well as by business line (purchase, travel and fleet). To learn more, visit GSA's USA Spending.

eRulemaking. Our process for complying with the e-rulemaking initiative is as follows:
- Ensure Federal Register publications of advanced notices of proposed rules, proposed rules, interim rules, final rules, information collection notices and general notices are available for viewing and commenting on the Regulations.gov website;
- Invite the public to visit Regulations.gov and submit comments to advanced notices of proposed rules, interim rules and information collections. On occasion, comments are requested for general notices;

- Respondents submit comments via the Regulations.gov website, or fax and mail;
- All comments are posted on Regulations.gov for viewing; and
- Comments are reviewed and responded to in subsequent rules or notices.

Our rules and information collection notices are published in the Federal Register and are available for viewing and commenting via the Regulations.gov website. Regulation identifier numbers are assigned to all our rules. Federal Register rules and notices are also available for viewing at our websites, the Office of the Federal Register's website, or the Office of Management and Budget's website, www.Reginfo.gov. Our Acquisition News listserv informs subscribers of publications related to the Federal Acquisition Regulation, the General Services Administration Regulation and the General Services Acquisition Manual. Visit Regulations.gov for more information.

Reginfo.gov. Reginfo.gov is a public website, operated and maintained by our Regulatory Information Service Center in cooperation with OMB's Office of Information and Regulatory Affairs. It's the official site for publishing the semiannual unified regulatory agenda of planned regulations activities and the annual regulatory plan, which offer the public the most comprehensive information about upcoming regulatory actions. To learn more, visit Reginfo.gov.

6.5 Our Open Government Web Page

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

GSA
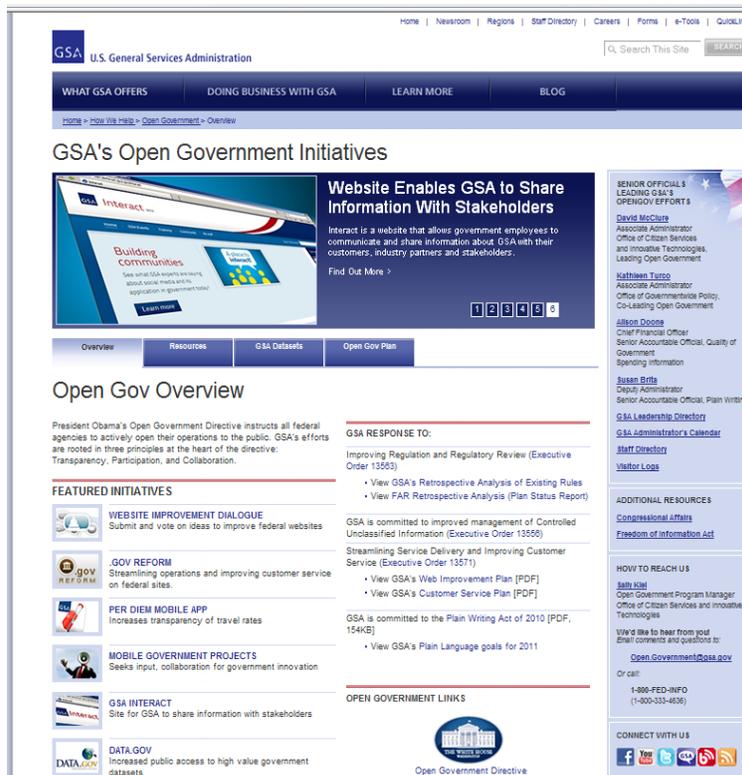
Figure 3. GSA.gov/open Web Page

6.6 Information for the Public About Us

GSA proactively and comprehensively elevates the profile of the agency, our products, initiatives and the work of our 12,000 employees to our customers, employees and the American public. We have already taken many steps to inform and collaborate with the public about operations and information, and we continue to add new capabilities.

We use a robust multichannel approach to communicate our business activities and initiatives, products and work to the American public and key stakeholders. These include traditional media, and even more importantly, Web 2.0 and new (social) media avenues.

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

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

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

GSA Blogs

- General Services Administration official blog, http://gsablogs.gsa.gov/gsablog/;
- Kathleen Turco's http://gsablogs.gsa.gov/ogpblogteam/ from the Office of Governmentwide Policy;
- Casey Coleman's "Around the Corner" from the Office of the Chief Information Officer; and
- Mary Davie's "Great Government Through Technology" from the Federal Acquisition Service Office of Integrated Technology Services.

Get Email Alerts

- Sign up to receive email alerts about our events, programs and people.

Employee and Leadership Directory

- Access our Employee and Leadership Directory here: Staff and Leadership.

Subscribe to RSS Feeds

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

GSA Events

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

From the Newsroom

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

Connect With Us

GSA

Catalogs, Publications, Newsletters and Email Notifications.

- Catalogs and Publications
  - We publish a wealth of information for government agencies, employees, vendors and the public.

- Newsletters
  - Our print and electronic newsletters contain information about business, policy and regions.

- Email Notifications
  - We offer a variety of opportunities for the public to sign up for email notifications to receive alerts and information.

6.7 Connections for the Public and Agencies to GSA Information

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

Communications Concerning Recovery Act Funds

On March 20, 2009, President Obama issued a memorandum for heads of executive departments and agencies titled "Ensuring Responsible Spending of Recovery Act Funds." In compliance with the memo and the updated guidance, all communications with Federally registered lobbyists concerning Recovery Act policy or projects for funding will be documented and posted on GSA's Recovery Website.

GSA Recovery Act Plans and Reports

As an agency receiving funds as part of the American Recovery and Reinvestment Act, GSA offers the following Recovery Act plans and reports to promote the transparency and accountability mandated by the economic recovery plan:

- GSA's Agencywide Recovery Plan

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

Communications with Registered Lobbyists

Communications between the agency and Congress, including responses to inquiries, testimony before committees, reports mandated by Congress and congressional requests for information helps promote collaboration and transparency about the agency's processes. It's part of President Barack Obama's Open Government Initiative.

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

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

GSA Advantage!® GSA's Federal Supply Service responded to the second idea chosen for implementation from our initial public dialogue: "Develop a better GSA Advantage Search Engine so it provides 'Google-like' results that help agencies locate services." We upgraded GSA Advantage!® in January 2011 to leverages some of the latest and most widely used commercial technologies. The site has an enhanced search functionality, and a more streamlined, intuitive and user-friendly format. It's now also easier for customers to compare prices from multiple suppliers for the same product, which enhances their ability to make good purchasing decisions. Vendors can post more detailed information on their products, including video and high-resolution pictures. Visit [GSA Advantage!](#)® for more information.

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

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

- Federal Procurement Data System-Next Generation and USAspending.gov make government contract award data available and searchable. Acquisition requests for quotes and proposals are also posted on FedBizOpps.gov to encourage fair and open competition.
- GSAXcess®, a totally Web-enabled platform, allows eligible agencies to report, search, transfer and order excess personal property. This helps agencies avoid the cost of acquiring the same or like items in new procurements. For example, the Computers for Learning program enables schools and educational nonprofit organizations to obtain excess computer equipment from Federal agencies using the GSAXcess® system.

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

The following links provide more consumer information:

- Websites,
- Toll-free telephone services,
- Print publications, and
- Media resources.

GSA

7. 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 our operations. Our efforts to increase participation extend beyond our agency, and we actively reach out to the public using tools such as Facebook, Twitter and YouTube to engage the members of the public where they are. The tools and programs we implemented help Federal agencies engage with the public to spur more active participation in government and help agencies better meet their missions.

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

- Public Engagement Initiatives,
- Public participation in agency decision-making, and
- Training for engagement tools.

7.1 GSA's Public Engagement Initiatives

Federal Advisory Committee Act. Our Federal Advisory Committee Act website makes it easier for the public to understand FACA activities. The website provides easy access to highly requested information from the FACA database, and makes it easy to find and understand how to participate in Federal advisory committee meetings across the government. We present the past 10 years of data on the current FACA database on GSA.gov and on Data.gov. Federal agencies use the database to manage an average of 1,000 governmentwide advisory committees. Congress also uses the database to perform oversight of related executive branch programs. The public, the media and others use the website to stay abreast of important developments resulting from advisory committee activities. Although centrally supported by GSA, the database represents a true "shared system," wherein each participating agency and individual committee manager has responsibility for providing accurate and timely information. The new database provides a wide array of users with access to data required by FACA. Visit the FACA Website to learn more.

Challenge.gov. In September 2009, when the president unveiled his strategy for American innovation, he called on government to "use prizes and challenges to solve tough problems, support the broad adoption of community solutions that work, and form high-impact collaborations with researchers, the private sector and civil society." Challenge.gov is a free governmentwide platform that facilitates innovation through challenges and prizes. The website allows public access to all Federal Government challenge opportunities in one place; stores the information in easy, creative ways; and offers notifications of new challenges. Challenge.gov opens up opportunities for universities, companies, nonprofits and individuals to contribute their creative ideas to solve the government's most complex challenges. Agencies and society benefit from multiple teams or individuals competing and submitting their best ideas and solutions because it leverages the creativity of those outside of government and Washington. Launched to the public in September 2010, Challenge.gov, which evolved from ChallengePost, debuted with more than 35 unique challenges from more than 15 departments and agencies. Within the first year, 130 challenges were posted, 36 Federal agencies participated, and agencies awarded more than $38 million in prize money. Challenge.gov saves agencies considerable time and money by providing a platform that already complies with Federal requirements, including privacy, security, the Paperwork Reduction Act and access for people with disabilities. We expect to host 150 challenges in FY '12. If agencies were to buy similar challenge hosting service from outside vendors, they would spend an estimated $15 million. Challenges can cost from $50,000 to $150,000 each, on average. Challenge.gov has been visited more than a million times by people from 194 countries and territories – nearly every country around the globe. In the United States, the 583,000 visits came from more than 10,000 cities, reflecting broad interest and demonstrating our commitment to tap into the creativity of those outside government. Challenge.gov is truly demonstrating the government's ability to reach far outside the Washington Beltway for innovative ideas. Visit Challenge.gov to learn more.

GSA

Better Buy Project Pilots Wiki. GSA is engaging in the BetterBuy Project, an online dialogue with the acquisitions community, to make government buying more open and collaborative. The wiki, proposed in an idea on this site, will gather and use input from the public outside the traditional acquisition community to improve the acquisition process. The Federal Systems Integration and Management Center has acted on ideas submitted by launching two acquisitions with the new BetterBuy pilot wiki. We call this a "pilot" because we are trying this out on several different requirements. GSA tested out the BetterBuy pilot using its Market Research and Requirements Definition. Three phases have been implemented. The first phase was Data.gov. GSA sought input on a requirement to provide a data repository for Data.gov. The Data.gov pilot launched on March 25, 2010 and closed on April 12, 2010. Similarly, a second phase was the ClearPath and GSA email pilots which have opened and closed on the wiki.

During the second phase of the BetterBuy pilots, called "Clearpath," we sought input on the technical infrastructure for hosting it and are developing the approach for future acquisition. GSA also solicited industry input into the acquisition planning process during a third phase, called "Enterprise Email and Collaboration Services." This phase allowed vendors to discuss the pros and cons of different contractual strategies. Another wiki test kicked off in FY '11. This was for the applications our Assisted Acquisition Service Business Systems uses to support the Federal Government. The point of these wiki exercises was to test how GSA could use collaboration and social media to make the Federal acquisition process more efficient and effective. As a separate activity, GSA also piloted the use of Twitter for status updates on procurement activity. To date, GSA has received positive feedback from industry on the approach. Visit the Better Buy Project to learn more and submit comments.

Green Proving Ground. Our Green Proving Ground Program will harness the potential of innovative buildings technologies and practices that accelerate environmental efficiency in building operations. By evaluating and adopting new ideas and technologies, GSA will drive innovation in environmental performance across the agency's portfolio and will help to lead market transformation. As part of the Green Proving Ground Program, We have issued a request for information and are creating a registry of technologies and practices. Commercial organizations, companies, educational institutions and nonprofit organizations can submit their innovative building technologies and ideas to be included in the registry. On a limited and

carefully controlled basis, this program will test and evaluate innovative technologies and practices in selected GSA-owned buildings across the country. For more information, visit the GSA Green Proving Ground Program.

7.2 Public Participation in Agency Decision-making

Georgia Auto Plant Boosts Local Economy. A GSA regional administrator recently toured Kia Motors in West Point, Ga. The visit was to see how companies incorporate sustainable practices that reduce their impact on the environment. Among the green initiatives are technologies and practices to optimize energy performance, conserve water and recycle scrap metal. Kia officials shared their thoughts about what GSA and the Obama administration can do to help create sustainable markets for further innovation in America and the jobs that go along with them. We are meeting with companies like Kia that are developing the products, tools and the workforce for America to remain competitive on the world stage. Georgia Auto Plant

GSA Officials Visit E-Waste Recycler and Creator of Green American Jobs. GSA's Chief Sustainability Officer and a regional administrator toured CloudBlue, an electronics recycling company headquartered in Norcross, Ga., and discussed the impact of a recent announcement that all government electronics must be either reused or recycled by a certified recycler. The Federal Government goes through an estimated 10,000 computers a week. After reuse considerations under GSA's Computers for Learning Program, if all unwanted computers must be sent to certified recycler, companies will have more opportunities for big business and more jobs. In working for the U.S. government, certified electronics recyclers can anticipate new opportunities, including increased business ultimately resulting in the ability to expand operations and provide more jobs for each facility's local community. Electronics Waste Recycler

Sustainable Buildings Offer Economic Growth. GSA is committed to making significant strides in energy efficient retrofits and sustainable buildings. The Obama administration recently announced the Better Buildings Challenge at the Clinton Global Initiative in Chicago. The challenge brings private-sector partners and local governments together to improve energy-efficiency in their buildings. Fourteen partners launched the challenge, and they agreed to more than $500 million in investments that will make 300 million square feet of building space more energy-efficient. Through these investments, we are increasing demand for energy-efficient products that will in turn make them more cost beneficial for society and create jobs here at home. We have more than 200 sustainable construction and retrofit projects across the country, and we anticipate up to 270 more in the coming years. Our projects have created more than

24,000 jobs, and our projected percentage of energy use will be cut by double digits, with an estimated energy utility cost savings of $21 million per year. These efforts allow us to make smart investments that will shrink our environmental footprint and support a clean-energy economy. Through these projects, we can create highly skilled jobs, reduce energy costs and significantly reduce greenhouse gas emissions. These combined efforts have a larger impact on our environment while also providing our economy with new opportunities for growth. At GSA, we're seeing promising prospects for energy innovation and a cleaner environment specifically in sustainable buildings.

Government Plugging Into Energy Markets. GSA hosted an energy listening session in Boston, where we heard from industry leaders from different regions of the country on ways to leverage our investments to spur new, clean, responsible and renewable energy markets. GSA can use the information from such sessions to become more aggressive and strategic in our energy investments to spur economic growth and create jobs. During our meeting, we received input from a broad selection of experts in the energy field in New England. We heard examples of sustainable energy technology and methods to conserve energy. GSA has the ability to implement energy solutions from the private sector in our portfolio of real estate and energy related acquisitions. We find the diverse array of solutions discussed helpful as we continue to work across our business lines to incorporate innovative products and tools. Our reach spans the nation, so we are in a unique position to test and validate new ideas in different regions, and we can share this information so it can be used to further energy innovation. Through our energy listening sessions, we're reaching out to industry leaders so that government can scale our investments across our business lines to support job-creating innovation in the energy markets. These planned sessions will allow an exchange of best practices and broaden our perspective to take creative approaches to support expanding markets, save taxpayer dollars and create jobs.

Federal Infrastructure Dashboard-Permits.gov. In August 2011, the President issued a Presidential Memorandum instructing Federal agencies to expedite environmental review and permitting processes for selected infrastructure projects with significant potential for job creation, and to improve the accountability, transparency and efficiency of those processes. This Federal Infrastructure Projects Dashboard was designed to meet these objectives, based in part on recommendations from the. President's Council on Jobs and Competitiveness.

As the council has highlighted, the Federal Government must improve the efficiency and effectiveness of permitting and environmental reviews to ensure smart infrastructure projects move as quickly as possible from the drawing board to completion. Agencies are taking steps to expedite the permitting and review process for infrastructure projects that will create jobs, spur economic growth in adjacent communities, and improve the safety and quality of life of Americans.

The dashboard provides an overview of the high-priority infrastructure projects categorized by sector, including descriptions of the expedited processes that are being undertaken and status information on specific permits, reviews and approvals. In addition, the dashboard offers the public an opportunity for creative engagement with the information provided and will highlight success stories and key achievements related to the projects. The new Web page allows users to track the Federal permitting and environmental review process for expedited high-priority infrastructure projects.

The dashboard initially includes the expedited infrastructure projects. It will be expanded to include additional projects, enabling the public to access information on the status of Federal permits and reviews for a variety of major infrastructure projects across our nation. The public will be able to learn exactly where a project is in the review process and whom to contact if it is delayed. In addition, the dashboard will highlight best practices and coordination efforts that have been successful in making Federal permitting and review decisions more efficient so that the administration can apply these lessons broadly to further improve the permitting process for all projects. To learn more, visit High-Priority Infrastructure Projects.

GSA
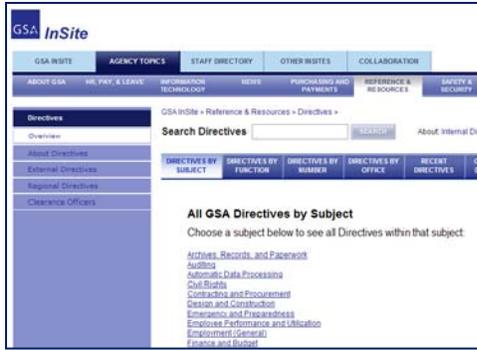
Changes to Internal Management and Administrative Policies. To support GSA's efforts to open our operations to the public, our Administrative Operations and Policy Division will evaluate best practices in sharing internal directives for public review and comment. In addition, as new internal directives are revised or replaced, we will identify those that can be posted for external review.

GSA comprises several services and staff offices that initiate directives that will be issued for publication and submits them to the Administrative Operations and Policy Division for formatting and editorial review.

We can post the appropriate directives for public review on the GSA.gov/Open website. In those instances, the public will be allowed 14 days to submit comments. After a final directive is developed, we will post it on GSA.gov/Open and on our internal directives Web page.

Open Policy Resources Center. 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. The Policy Change Management Model is key to the Open Policy Resource Center. Key resources include real property-related Federal management regulations, guidance, bulletins, laws and executive orders, all published electronically for a zero environmental footprint. The resource center has a new Policy Development Center, which provides an environment for policy development collaboration between specific government policymakers (internal and external to

GSA). Real property professionals and subject-matter experts can discuss real property policy to help each other with information and ideas. Visit oprc.gov for more information.

7.3 GSA's Training for Engagement Tools

DigitalGov University. GSA's DigitalGov University, formerly known as Web Manager University, provides government employees and contractors with world-class training in digital media and public engagement. The university now offers classes to address open government and public engagement. Since the FY '10 launch, we have offered nearly 200 classes and attracted more than 15,000 attendees from more than 100 Federal, state and local agencies. During FY '11, DigitalGov University hosted 81 training events and trained more than 10,000 attendees across the country. This represents an increase in attendance of 40 percent over FY '10. The multidisciplinary curriculum addresses the broad range of skills that agencies need to build their capacity to deliver an outstanding and innovative customer experience across government:

- Customer service principles and techniques;
- Web management;
- Content strategy and plain language communications;
- User experience, design and accessibility;
- Search engines;
- Social media and citizen engagement;
- Challenges, prizes and innovations;
- Mobile;
- IT and emerging technology; and
- Contact center management.

By leveraging its governmentwide scope, the program attracts leading experts in Web, new media and open government. The program includes in-person training, live webinars and an annual conference.

DigitalGov University is a prime example of cross-agency transferability to improve public access. 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. Most importantly, the program connects government staff with innovators inside and outside of government, and encourages people to share their experiences and learn from each

other as they implement the goals of the Open Government Directive. To learn more, visit [DigitalGov University](#).

Online University Offers Social Media Awareness Training. Social media awareness training is now available on GSA's Online University. The training is for registered users and focuses on the use of social media in an official capacity and provides useful information on using social media tools for collaboration with customers and stakeholders. This training lasts about 45 minutes and presents general information about social media, an overview of legal and regulatory requirements and some guidance on how to use social media for official GSA business. By openly sharing knowledge, best practices, and lessons learned within the agency with other Federal, state and local partners, and with the public, we can provide fundamental cost-savings and better solutions to enhance excellence in the business of government. In other words, social media can help us fulfill our mission, and it's important for employees to understand how to appropriately use these tools. The course is divided into several lessons, by major topic, and each lesson helps the user to understand a key principle about the appropriate use of social media. Social media has transformed the way people communicate with each other, and we encourage the use of social media technologies to enhance communication, collaboration and information exchange in support of our mission. [Registered users can take the class after signing in](#).

8. COLLABORATION

As the organization charged with supporting Federal agencies and their operations, GSA has a unique collaboration role. While participation involves our work with the public, collaboration involves work with other government agencies. We provide superior workplaces, services and products for all agencies at the best possible value. Because of our unique position, we have the opportunity to work closely with other agencies to seek innovative strategies as solutions to governmentwide challenges. These collaborative efforts inside and outside of government help to conserve money and resources by presenting agencies with possible solutions to their problems.

The following sections provide information about GSA's:

- Collaboration outside of government, and
- Collaboration across levels of government.

8.1 Collaboration Outside of Government

Vendor Tool Kit. Agencies are taking many steps to improve the acquisition and management of Federal information technology consistent with good management practices. A central part of this effort is early and frequent industry communication and collaboration with industry. To make it easier for vendors to find engagement opportunities and to provide a central location where agencies may share this information, the Chief Acquisition Officers Council worked with our Integrated Acquisition Environment team to add a new presearch capability on www.FBO.gov called "vendor collaboration." This new feature is available from the FedBizOpps.gov home page and provides quick and easy access to the vendor collaboration central event listing. Agencies post their vendor communication plans to FedBizOpps, and they can be accessed through the new vendor collaboration event listing to make them easy to find for vendors and agency acquisition professionals. Agencies also post upcoming vendor collaboration events or engagement opportunities, such as industry days, pre-RFP conferences and vendor forums.

GSA's Federal Acquisition Services-Interact. Our Federal Acquisition Service is looking for ways to increase its effectiveness in serving its stakeholder communities. Over the next year, FAS will offer an opportunity for building communities around topics of business interests to Federal, state and local employees; and for facilitating a dialogue with its vendor partners with the goal of understanding how to better provide acquisition products and services. This group is intended to be an open forum so we can listen and develop topics and groups that best serve your needs and interests. FAS manages Interact, an open public platform where employees, their customers, industry partners and stakeholders can connect and share information about Federal acquisition issues. Launched in October 2010, the platform has 10 public communities focused on a diverse array of topics, including Multiple Awards Schedules Program best practices, sustainable acquisition and small-business contracting tips. It comprises Federal, state and local government staff and industry partners, nongovernment organizations and others. By the end of 2011, Interact had more than 5,500 members, with 40 percent from other Federal, state and local agencies. Successes include diverse, informative discussions; fast turn-around time to find subject-matter experts; community members helping community members; and access to a vast amount of content, blogs, webinars, videos, documents, polls and wikis. The functions of Interact include the following:

- Fostering dialogue with vendor partners to better understand how to provide acquisition products and services;
- Providing useful links to information by public and private organizations and individuals;
- Providing access to GSA specialized training for employees and vendors;
- Offering public viewing (To comment or post, you must register for an account); and
- Compiling related news articles, relevant blogs and feeds of several GSA channels.

Register at Interact for an account, and join us in the conversation.
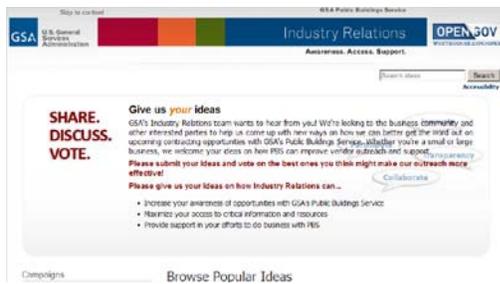
Public Buildings Service Industry Relations Opens Dialogue to Enhance Awareness, Access and Support. GSA's Public Buildings Service Industry Relations Division is using the collaboration tool IdeaScale to reach out to the business community and others. The recent IdeaScale launch will allow the vendor community to share ideas aimed at increasing and maximizing awareness of GSA's PBS. The Public Buildings Service Industry Relations Division increases awareness of contract opportunities with PBS while maximizing access to the right information and the right points of contact at the right time. The dialogue will increase access to PBS information and resources, and will increase overall support to the vendor community. This will also help us find new and better ways to get the word out on upcoming contracting opportunities with PBS. Small and large businesses are also asked to identify how PBS can improve vendor outreach and support.

The Public Buildings Service wants to show the vendor community that we are listening and aiming for openness as an operational standard. By the end of the second quarter of FY 2012, we plan to launch a virtual platform that will allow direct collaboration between industry and PBS. Potential focus areas for the platform will be ongoing virtual symposiums, training, awareness, participation, multimedia presentations and program interaction.

PBS also launched a contact center for industry relations with a call center and an email address, industryrelations@gsa.gov, to accept industry questions, comments and requests for assistance. PBS later launched a Twitter site, to share news, information and contracting opportunities. The PBS Industry Relations Division uses its Twitter account, http://twitter.com/gsapbsIRD, for posting business opportunities on FedBizOpps, PBS news and information. Those who don't have a Twitter account can find the same information on FedBizOpps. We also established the PBS LinkedIn Group to create awareness of, and facilitate discussion around PBS news, information and procurement opportunities. Visit PBS Industry Relations for more information.

Electronics Recycling Market and Jobs. GSA and the Environmental Protection Agency joined corporate executives to release the Obama administration's National Strategy for Electronics Stewardship. This is a strategy for the responsible electronic design, purchasing, management and recycling that will promote the growing electronics recycling market and jobs

of the future here at home. The strategy commits the Federal Government to take specific actions to encourage the more environmentally friendly design of electronic products, promote recycling of used or discarded electronics, and advance a domestic market for electronics recycling that will protect public health and create jobs. Under the strategy, GSA will remove products that do not comply with comprehensive and robust energy-efficiency or environmental performance standards – from our information technology purchase contracts used by Federal agencies – and will ensure that all electronics used by the Federal Government are reused or recycled properly. A key component of this strategy includes the use of certified recyclers and increasing safe and effective management and handling of used electronics in the United States, and working with industry in a collaborative manner to achieve that goal. This collaboration aims to encourage businesses and consumers to recycle their electronics with certified recyclers and for electronic recyclers to become certified. As the next steps in this collaborative effort, EPA will continue to work with industry to encourage other companies to voluntarily commit to help grow the domestic recycling market, create the green jobs of the future in the United States and educate consumers. The Federal Government is one of the largest electronics consumer in the world, and with this partnership, we will also become the most responsible user of electronics. The government will lead by example to ensure the billions of dollars in IT equipment the government cycles annually will be either reused or recycled properly. National Strategy for Electronics Stewardship

Greening the Supply Chain and Sustainability Partnership. Launched in November 2010, this partnership originally sought to provide incentives for Federal suppliers to complete greenhouse gas emissions inventories. Federal agencies must complete yearly greenhouse gas emissions inventories, and while the inclusion of vendor greenhouse gas emissions is voluntary, agencies want to know how much of their emissions are embedded in their supply chain, i.e. as a result of their suppliers. During the early part of 2011, the Council on Environmental Quality held listening sessions around the country to learn about the benefits and challenges associated with completing a greenhouse gas emissions inventory. The feedback from Federal suppliers was surprising, especially the feedback from one of the Top 100 suppliers. Some of the most common environmental impacts mentioned were water, energy and certain chemicals. Most suppliers within the Top 100 are not only completing Scope 1 and 2 greenhouse gas emissions inventories for their own operations; they are also starting to engage their suppliers in inventory completion. Scope 1 emissions are direct greenhouse gas emissions from sources that are owned or controlled by the entity. Scope 2 emissions are indirect greenhouse gas emissions resulting from the generation of electricity, heating and cooling, or steam generated off site but purchased by the entity. The act of identifying and reducing emissions provides cost-savings and increases a company's competitiveness in international markets.

The information on Scope 2 emissions prompted us to rethink the partnership program and to relaunch the program in early 2012 with a focus on learning how leading U.S. companies are leveraging their supplier relationships to reduce not only emissions but also other environmental impacts within their operations and throughout their supply chain. We plan to integrate, as appropriate, the recommended "supplier code of conducts," produced as part of this revised GreenGov Sustainable Supply Chain Partnership program, in Federal procurements to achieve a sustainable Federal supply chain.

Membership in the partnership would be open to companies of all sizes but constrained to Federal contractors in good standing. The partnership would be segmented into specific market-sector groups with companies being invited to join relevant groups:

- Information technology,
- Professional services,
- Aerospace,
- Furniture, and
- Food services.

Additional market sectors suggested have been waste management and building construction. Each market sector working group would be co-chaired by an industry representative and nonprofit/association representative. The co-chairs would support the activities of that specific market-sector working group and drafting the recommended supplier code of conducts.

GSA has launched a sustainable acquisition collaboration with the Department of Defense to improve sustainable acquisition activities governmentwide. We are also developing the sustainable supply chain community on Data.gov that would be the primary engagement platform and information repository for the revised partnership. The sustainable supply chain community would be broken into the market-sector groups and within those groups highlight the group membership and the specific supply chain environmental impacts being addressed by each member. It will also have a resource section to allow the sharing of government and industry-developed sustainability trainings. By using Data.gov, the partnership maximizes its commitment to transparency and the sharing of information to increase the sustainability and competitiveness of Federal suppliers and, therefore, increase the sustainability of the Federal supply chain.

OCIO Wireless E-cycle Program Protects Drinking Water From Harmful Toxins. GSA's first environmental impact report notes that through our commitment to reduce e-waste and our partnership with a wireless mobile buyback, data protection and recycling company, we have saved energy and reduced greenhouse emissions. The company buys used cell phones that still have value and recycles all others at no charge through its EPA-registered facility. Our Office of the Chief Information Officer's wireless program has allowed us to keep extremely harmful toxins such as lead, zinc, mercury and flame retardants from polluting our landfills and drinking water. The 2010-2011 report is based on mobile recycling facts from EPA. In the past year, GSA has recycled 8,420 devices, which is calculated to have prevented the contamination of up to 336.8 million gallons of water. The program has reduced greenhouse gas emissions equal to enough energy to power a laptop computer for 370,480 hours and to provide 1.52 households

GSA

with electricity for an entire year. These efforts prevented the release of 5.38 pounds of lead into the environment.

Eco-Labeling Adoption. GSA is leading an interagency effort to determine which of the many green product labels should be considered by the Federal Government across a number of product groups. As much as possible, the government would like to use green labeling that has a basis in ongoing standards and is meaningful. The process includes many agencies, nonprofit and industry groups and is beneficial at advancing the eco-label adoptions. We advertised the draft guidelines for public comment.

AbilityOne Workshops Providing Jobs to Disabled Workers. A GSA regional administrator met some extraordinary employees at the Winston-Salem (N.C.) Industries for the Blind workshop in Mayaguez, Puerto Rico. More than 100 blind or visually impaired individuals work at Winston-Salem industries to manufacture goods for the government through the AbilityOne program. While the Winston-Salem Industries for the Blind workshop primarily provides military uniforms, other AbilityOne workshops manufacture pens, staplers, computer equipment and additional office supplies and products for Federal agencies. GSA offers many of these products to our customers through our Federal Acquisition Service supply programs. These workshops are mutually beneficial to the workers, employers and the government's supply chain. Not only do they provide tools for the government to do its job, but they provide jobs and economic independence for their workers. GSA has a long history of supporting workshops such as the one in Mayaguez and has extensive contracts with AbilityOne suppliers across the country. AbilityOne is a Federal program that works with nonprofits to provide employment opportunities for people who are blind or severely disabled. AbilityOne is the largest source of employment for people disabilities, and it employs more than 47,000 people through Federal contracts across the United States. President Obama is committed to ensuring that people living with disabilities have fair access to jobs so they can contribute to our economy and realize their dreams. GSA's partnership and collaboration with AbilityOne is part of the administration's efforts to create jobs and give all Americans the tools they need to succeed. AbilityOne Workshops

Data.gov Communities. Data.gov communities are dedicated to bringing together suppliers and consumers around a specific, cross-agency topic. These active communities provide the public with a place to find data on topics of interest, access applications and tools that bring that data to life. They can read blogs from agency contributors such as those from the Departments of Health and Human Services and Energy, and use discussion forums. Data.gov has also become a gathering spot for those with shared interests through its topic-based communities. Six communities – education, health, law, energy, safety and research – are noted in President Obama's Open Government National Action Plan. Data.gov provides a one-stop catalog of U.S. Government data to download, mash up or analyze. It's the centerpiece of the global open democracy movement and has been emulated by 16 countries.
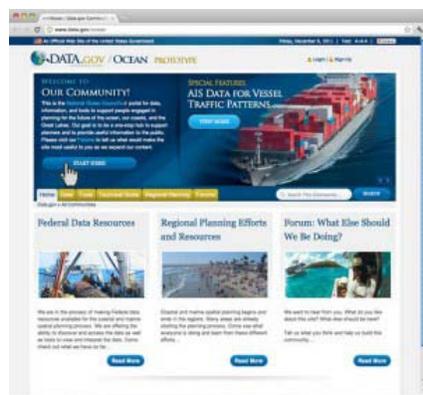
Ocean.Data.gov Communities. Our nation's oceans, coasts and Great Lakes are precious and vital to our economy and environment, so planning for their sustainable future is paramount. The newest community, Ocean.Data.gov, supports efforts to protect our oceans and waterways, serving as a portal for data, information and tools. Ocean.Data.gov supports the implementation of the National Policy for the Stewardship of the Ocean, our Coasts and the Great Lakes, established by an executive order signed in July 2010. The policy established principles for ocean management and created a framework for effective coastal and marine planning to address conservation, economic activity, user conflict, and sustainable use of the nation's oceans, coasts and the Great Lakes. The National Ocean Council manages the new site, developed collaboratively by its 15 member agencies.

Cities.Data.gov. A new cities community is being formed, with details being finalized. We expect the community to go live in April 2012, pending an Office of Information and Regulatory Affairs review on some policy issues. Cities.Data.gov will be on Data.gov, connecting Federal data with open data published by U.S. cities. Focused on city officials, business owners and developers, cities.Data.gov will help to make a broad range of government data accessible in one place in usable formats. The public will be able to compare similar issues (such as health, safety and the environment) across cities and in context with the nation as a whole. Developers will be able to help deliver local solutions using national resources. Businesses will be able to analyze consumer patterns to look for new business opportunities. Chris Vein, Deputy U.S. Chief Technology Officer, of the Office of Science and Technology Policy is the community leader.

North American Data Sharing. North American Day is an annual two-day meeting and collaboration of 30 senior IT officials from the U.S., Canada and Mexico to discuss, in a trusted environment, the most important issues of common concern among the three countries. The group is sponsored by our Office of Citizen Services and Innovative Technologies on behalf of all Federal agencies. In 2011, the North American Day leaders – GSA's Dave McClure, the Chief Information Officer of Canada, and Mexico's Vice Minister of Public Administration – signed a memorandum of understanding supporting the establishment of joint information-sharing projects to benefit the three governments' common public missions.

Two projects and working groups will help improve international information-sharing on public health and public safety using the National Information Exchange Model, managed by the Department of Homeland Security. The public safety project team is developing a methodology for sharing stolen-vehicle information among the three countries. The public health project team is developing an information-sharing protocol that will make it faster and easier for the U.S. Centers for Disease Control and Prevention, and its Canadian and Mexican counterparts to intervene in episodes of food-borne infectious diseases.

Results of the collaboration will demonstrate the feasibility of an international information-sharing framework using the National Information Exchange Model to support the sharing of mission-critical information.

The direct beneficiaries of these projects are the government programs that will have access to international information in critical areas to improve their service to the citizens of all three

countries. By extension, the hundreds of millions of citizens will benefit from improvements to the public health and safety across North America. Other government agencies in these countries can build on these pilot results to improve their own access to important data sources in other countries and their own ability to improve the quality of life of our citizens.

8.2 GSA's Collaboration Across Levels of Government

GSA-HHS sustainability guidelines. GSA recently received an honorable mention at the Health and Human Services Innovates awards ceremony for new health guidelines we helped develop with HHS for Federal cafeterias. The awards recognize creative and innovative solutions to complex problems in government. The honorable mention is particularly rewarding since it's the first time dietary guidelines established by the U.S. Department of Agriculture were the foundation for food service guidelines. We were instrumental in establishing the guidelines that set the precedence for all food service concession operations and vending machines under GSA and HHS management. The guidelines provide healthy, nutritional food options and incorporate sustainable facility principles. So far, the guidelines have been implemented at HHS headquarters and 10 GSA food service facilities around the country. The goal is to have the guidelines everywhere to show Federal employees how eating more nutritional meals leads to better health. In June 2011, we renewed our commitment to wellness and healthy eating habits by supporting the Department of Agriculture's new MyPlate symbol. The new food icon replaced the MyPyramid image and reminded consumers to make healthy food choices while reinforcing the significance of the 2010 Dietary Guidelines. We have championed healthy food options for Federal employees and visitors in Federal building cafeterias and vending machines across the country. Health and Sustainability Guidelines

GSA and EPA launch green challenge. As the Federal Government's real estate and acquisitions solutions provider, we joined forces with the U.S. Environmental Protection Agency on a sustainability initiative, the Federal Green Challenge, in October 2011 The nationwide rollout challenged Federal agencies across the country to lead by example in reducing the government's environmental impact. EPA and GSA regional administrators will lead the effort, and Federal offices committed to a 5 percent per year reduction in two of six focus areas: waste,

electronics, purchasing, energy, water and transportation. The Federal Green Challenge is a national initiative under EPA's Sustainable Materials Management Program.

Communications Office Collaborates with State and Local Governments. GSA's Office of Citizens Services and Innovative Technologies maintains a close working relationship with state and local organizations, and exchanges best practices in government procurement, stimulus spending, social media and IT leadership. We are a conduit to state associations such as the National Association of State Chief Information Officers, the National Association for State Procurement Officials and the National Association of State Budget Officers. We are the liaison with the states for our Federal Acquisition Service state and local working group. We also monitor state and local use of GSA contracts.

GSA and Justice Department Join Forces to Educate Businesses on Ethics. Integrity and ethics are the building blocks of good business and sound government, and GSA is partnering with the U.S. Attorney's Office in Cleveland to provide businesses with ethics training to prevent corruption and stop bribes and kickbacks. We hosted an integrity symposium in June 2011 for companies doing business with the Federal Government. The seminar was the most recent in a training series conducted by the Northeast Ohio Business Ethics Coalition, of which GSA is a member. The coalition was created in late 2010, in the wake of several high-profile public corruption cases in the Cleveland area, to address and eliminate unethical business practices through enhanced training and education. This latest symposium is part of an initiative to transform the business community into one that promotes a culture of honesty and ethical business practices. Our Great Lakes Regional Administrator Ann Kalayil and U.S. Attorney Steven M. Dettelbach of the Northern District of Ohio welcomed about 50 participants from the construction and service industries. In his opening remarks, Dettelbach thanked GSA for prioritizing integrity and for maintaining a zero tolerance for fraud and corruption in our projects. Symposium topics included business ethics and compliance rules, guidelines on how to build a positive reputation with the Federal Government and the penalties for committing fraud. Panelists emphasized that the Federal Government is seeking professional services, honest pricing and the highest quality standards. Business Ethics Forum

GSA Cross-Agency Collaboration With Open Government Innovation Team. GSA continues initial collaboration with the Equal Employment Opportunity Commission, National Archives and Records Administration, National Science Foundation and Office of Personnel Management on possible innovation initiatives that would involve sharing best practices or systems across agencies.

9. CROSS-AGENCY TRANSFERABILITY

One of the keystone principles exercised within GSA is the transfer of knowledge and best practices from us to other agencies. We share many of our contracts and expertise through communities of practice in technology and education across government. Whether in real property, travel management, fleet, DigitalGov University (formerly Web Manager University), or the Office of the Chief Information Officer, we leverage transparency, participation, collaboration and our flagship initiatives to share information with other Federal agencies. We demonstrate cross-agency transferability in several ways.

Apps.gov. We provide apps.gov, an online source for cloud-computing applications designed for Federal agencies. Cloud computing provides information technology capabilities as a service over the Internet to multiple users. Many users share pooled IT resources, which reduces costs and results in greater computing efficiency. The Federal Government is focusing on security, privacy and procurement as it moves toward cloud computing. To learn more, visit apps.gov.

Search.USA.gov. Formerly called USASearch, Search.USA.gov transforms the public's search experience and saves government agencies valuable resources and money by providing hosted site search services for more than 500 government websites. Included are the U.S. government's official English- and Spanish-language search engines on USA.gov and GobiernoUSA.gov, respectively. Search.USA.gov is a commercial-grade search engine that quickly delivers relevant, government-centric information. It displays results without the ads found in commercial search engines. Search.USA.gov provides its search services at no cost to local, state and Federal Government agencies using its infrastructure and open-source software. On USA.gov, Search.USA.gov provides access to search FAQs from 44 agencies and 200 spotlights (content that collates information from unique, sometimes difficult to find, sources) on a variety of public interest issues. Search.USA.gov also provides search for USA.gov on mobile devices at

m.USA.gov and via the USA.gov iPhone app, and provides Spanish-language search at GobiernoUSA.gov. The click-through rate on search results using the system has increased from 25 percent to 33 percent, reflecting an improvement in the results' quality and relevancy. Search.USA.gov launched the capability to search government forms and recalls on USA.gov. This enhancement improves the public's ability to find government forms since forms.gov no longer exists. It also allows the public to easily search for recall information even though it comes from multiple agency sources. Search.USA.gov launched GovBoxes on USA.gov, which provide instant answers to searchers' questions. Newly released GovBoxes, include an Agency GovBox (which provides contact information and lists popular pages shared via bit.ly) and a Health GovBox (which provides direct access to MedlinePlus and clinical trial information). Visit Search.USA.gov to learn more.

Sustainable Facilities Tool. GSA's Sustainable Facilities Tool is an interactive online tool that will help building managers identify and prioritize cost-effective strategies to make office buildings and workplaces more sustainable. The tool is a one-stop online resource to support decision-making regarding sustainable building principles, materials and systems.

People working on sustainable facilities projects, who do not normally engage workplace consultants or designers, can identify and prioritize cost-effective, sustainable strategies for small projects. The tool helps users understand and select environmentally preferable solutions for renovations, alterations and leases. The tool makes it easy for government and private-sector property managers to learn about sustainable practices and compare options for their renovation projects.

The website also features sustainable metrics, links to essential regulations and guidelines, case studies and an easy-to-navigate user interface. For Federal users, the tool provides useful information to meet and exceed sustainability mandates, including the Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings and other mandates of Executive Order 13514. The tool captures our extensive experience in reducing the Federal Government's environmental footprint and makes it available to the public.

We believe that government and private-sector building managers and developers will benefit from our real-world experience with proven environmentally preferable materials, technologies and systems. We introduced Sustainable Facilities Mobile to bring valuable sustainable building and workplace design guidance from sftool.gov to mobile devices. Visit Sustainable Facilities Tool for more information.

Carbon Footprint and Green Procurement Tool. GSA developed the Carbon Footprint Tool to assist agencies in managing their greenhouse gas emissions as required by Executive Order 13514 and recent energy laws. The tool allows agencies to use "sliders," a form of scenario planning, which highlights how the use of certain policies, products and services can reduce energy consumption. Agencies can use the tool for a broad range of tasks, including calculating a greenhouse gas baseline, broken down by the different scopes; compiling a building-by-building emissions inventory; and preparing emissions reports for the Department of Energy's greenhouse gas reporting portal. To access the tool, visit Carbon Footprint Tool.

10. CONCLUSION

GSA is committed to fulfilling President Barack Obama's vision of an open government. Transparency, participation and collaboration are already a part of GSA, and we are making significant strides to continue our application of openness principles. Our unique role serving Federal agencies will have a governmentwide and nationwide impact. We are 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. Our 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. This plan is a blueprint of our activities to advance a culture of openness here at GSA. We look forward to engaging our employees, stakeholders and the public to further improve GSA. We welcome your input to help improve our operations, streamline the services we provide and strengthen our customer relationships.

Email us at open.government@gsa.gov to let us know:

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

Contact Us. GSA's open government Web page will continue to serve as the portal for our open government efforts. We will use the site to share our plan with you, and gather input about how we are doing and how we can improve. It's our hope that those with ideas that can make our agency – and our country – a better place. We hope you will continue to share so we can continue to serve. For information about GSA's open government initiative, contact Sally Kiel, Open Government Program manager, at sally.kiel@gsa.gov, or visit the open government Web page.

GSA's Open Government Plan. The GSA Open Government Plan is available in HTML.

GSA's Offices: Leadership Contact. For more information about GSA's Federal Acquisition Service, Public Buildings Service, Office of Citizen Services and Innovative Technologies, Office of Governmentwide Policy, or staff or regional offices, visit www.gsa.gov, or to view our leadership directory, visit GSA Leadership Directory.

APPENDICES

APPENDIX 1. COMMUNICATIONS PLAN

GSA Open Government Communications Plan

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

GSA.gov. GSA.gov is our primary external website geared to the public, key stakeholders and our customers (Federal, state and local agencies). The site instrumental in marketing our initiatives, as well as the thousands of goods and services we offer to Federal customer agencies, vendors and the public.

The gsa.gov home page is a class-leading portal highlighting key activities of the administrator, senior leadership and our business lines. In 2011, we reengineered our home page to feature first-person blogs that highlight our events and initiatives. The site provides one-click links to speeches, webcasts and other content in near real time, as well as direct links to our open website and other key resources. We continually refresh our gsa.gov and open government websites to make it easier for the public to access important information about our policies, programs and business lines, and to make it easier to submit feedback.

A key focus throughout GSA is incorporating Web pages that encourage collaboration with customers, key stakeholders and the public. We are also focused on driving traffic to our Web pages using traditional and social media outreach to gather information and involve these audiences in government decision-making. For example, in April 2011, we launched a new website to make it easier for the public to find, understand and use information from the Federal Advisory Committee Act database. Containing 10 years of easily accessible Federal advisory committee information, the website provides the public with visibility into the work that shapes programs and policies of the Federal Government.

GSA Open Government Website. In February 2010, we launched our open government website, gsa.gov/open, a one-stop source for information about our open government plans and flagship initiatives. While developing the page, we used a public dialogue tool to gather ideas and comments from the public about our open government implementation and plan and incorporated the public's wishes into the website.

Twenty-three agencies used the same public dialogue tool we provided at no cost to participate in the Open Government Directive initiative.

Along with gsa.gov, the gsa.gov/open Web page has also been populated with additional collaboration tools. Several GSA business lines, and services and staff offices, including the Office of Citizen Services and Innovative Technologies and the Public Buildings Service, have used online collaboration tools to gather information and launch initiatives for public comment.

Additionally, we were among the first Federal agencies to use contests and prizes as incentives for the public to submit new, creative ideas for agency programs.

USA.gov. USA.gov is the U.S. government's official Web portal and is administered by our Office of Citizen Services and Innovative Technologies. USA.gov and its Spanish language counterpart, GobiernoUSA.gov, make it easy for the public to find official U.S. government information and services on the Web and through social media channels. The public can also find official government information at 800-FED-INFO; via printed publications; and by visiting pueblo.gsa.gov, kids.gov, consumeraction.gov and consumidor.gov.

In March 2011, GSA launched a mobile version of GobiernoUSA.gov as part of its efforts to make information more accessible to everyone. With the penetration of mobile devices, particularly in Hispanic communities, the expansion was a natural evolution in providing information to the public anywhere, anytime and in Spanish. USA.gov, GobiernoUSA.gov and other related communication channels help the public experience open, transparent and participatory communication with the U.S. government.

Social Media. GSA uses social media to drive stakeholders to gsa.gov, the open government Web page and official blogs.

Our main news Facebook page is managed and monitored with posts, photos, videos and public engagements on a daily basis. The page is constantly growing, and on March 19, 2012, the page surpassed 4,000 fans. Posted content includes daily news on our administrator's activities; agency initiatives such as sustainability, acquisition and veterans' programs; GSA Multiple Awards Schedules Program; and public auctions. Posts include links to gsa.gov pages for more information.

We are also engaged in using official GSA Twitter accounts to share agency and leadership perspectives on important topics, policy, initiatives and events with the public and stakeholders. GSA's news Twitter account, @usgsa, has more than 4,000 followers. The GSA administrator began tweeting, as well, offering top-level insight into GSA activities. Her site, launched in early 2012, had garnered more than 1,000 followers as of early March 2012.

GSA regions participate in social media with some 20 Facebook and Twitter sites, conveying information about local and regional GSA initiatives to community members across the United States.

In the public blogosphere, GSA has several popular blogs that reach Federal agency customers, citizens, stakeholders and businesses large and small. Our primary agency blog on gsa.gov offers the latest in news, analysis and resources from an enterprisewide perspective. Additionally, while several senior leaders regularly blog on topics of interest to their audiences.

Traditional Media. Through our Office of Communications and Marketing, we maintain a robust and open relationship with traditional and online media sources, which serve as vital links to many members of the public and key stakeholders. In addition, the office works with the

Office of the Administrator, GSA's business lines, and key services and staff offices to coordinate and publicize speeches and events featuring top agency officials.

Face-to-face Engagement. Our leaders continually play a highly visible role speaking to public and stakeholder audiences about key agency goals and initiatives, and the importance of an open, transparent and collaborative government. For example, throughout the first half of 2012, GSA was partnering with the White House Office of Public Engagement to host community partnership summits across the country. GSA and senior Federal agency officials and staff are participating in this effort to connect the American people with their government. These dynamic meetings – attracting hundreds of community leaders, business owners and the public at each stop – empower participants to set the day's agenda. Through these conversations, concerned citizens connect directly with government representatives and each other to discuss important issues and solutions for the problems affecting their communities. GSA leverages these and other high-profile discussions by posting copies of remarks prepared for delivery and/or transcripts of actual remarks, video and photography on gsa.gov to expand the reach of these important messages.

Key Milestones. The following table includes examples of key conferences and events where the public and key stakeholders can hear GSA leaders discuss various aspects of our open government plan. We routinely post blogs videos, speeches and remarks, and other content on our websites and promote the information using traditional and social media sources.

Date	Event	Description/Audience
MARCH 2012		
March 29	Acquisition Excellence 2012	Presented by GSA in conjunction with American Council for Technology/Industry Advisory Council, provides a collaboration forum to discuss and develop actionable ideas on Federal IT acquisition, policy and program management issues. Acquisition Excellence replaces GSA's Interagency Resource Management Conference, which celebrated its 50th anniversary in 2011 and was refocused in 2012.
March 29	White House Community Partnership Summit	Orlando, Fla. These dynamic meetings – attracting hundreds of community leaders, business owners and the public at each stop – empower participants to set the day's agenda. Through these conversations, concerned citizens connect directly with government representatives and each other to discuss important issues and solutions for the problems affecting their communities.
APRIL 2012		
April 26	White House Community Partnership Summit	Los Angeles
April 30	White House Community Partnership Summit	Denver
MAY 2012		
May 11	White House Community Partnership Summit	Chicago
May 14-17	GSA Training Conference and Expo; collocated Network Services Conference	San Antonio GSA's free training conference exposition is designed to benefit Federal, state and local government employees and servicemembers who make or influence government purchasing decisions. GSA's Network Services Conference gives government information technology professionals access to the latest technology solutions to help modernize operations.

Date	Event	Description/Audience
JUNE 2012		
June 3-5	ACT/IAC Management of Change Conference	Cambridge, Md. Government and industry information technology conference
June 22	White House Community Partnership Summit	Dallas
June 24-26	Building Owners and Managers Association International Conference	The Public Buildings Service participates to update and solicit feedback from the vendor community.
June 25-28	FedFleet 2010 Conference	GSA training conference on the management of the Federal Government's motor vehicle and aviation fleet
June 29	White House Community Partnership Summit	Seattle
JULY 2012		
July 31-Aug. 2	14th Annual GSA SmartPay Training Conference	GSA training conference for government credit card and electronic payment solutions managers
AUGUST 2012		
Aug. 19-21	Gov Energy	GSA's showcase of the latest in energy-efficient and environmentally friendly products and services that benefit Federal, state and local government employees and servicemembers who make or influence government purchasing decisions.
Aug. 14-16	Blacks in Government National Training Conference	Leadership development and training conference.
NOVEMBER 2012		
Nov. 14-16	Greenbuild International Conference and Expo	The Public Buildings Service participates to update and solicit feedback from the sustainable design building community.
DECEMBER 2012		
Dec. 3-7	Ecobuild America	The Public Buildings Service participates to update and solicit feedback from the sustainable design building community.

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APPENDIX 2. GSA'S MISSION, VISION AND GOALS

GSA MISSION

GSA's mission is to use expertise to provide innovative solutions for our customers in support of their missions, and by so doing, foster an effective, sustainable and transparent government for the American people.

GSA VISION

GSA drives a high-performing, sustainable government.

GSA STRATEGIC GOALS

INNOVATION
GSA will be a green proving ground that demonstrates the viability of new green technology and practices. GSA will test innovative solutions in its own operations and offer those solutions to other agencies through its governmentwide contracting and policymaking authorities.

CUSTOMER INTIMACY
GSA will lead with its expertise to drive the market for high-performance green products, services and solutions that support its customer agencies' missions and meet or exceed their sustainability goals. GSA's agents, including the contractors who execute work on GSA's behalf, will contribute to a zero environmental footprint by setting their own greenhouse gas reduction goals in line with and supporting those of GSA.

OPERATIONAL EXCELLENCE
GSA strives for performance excellence, continuous improvement and the elimination of waste in all of its operations. GSA will create agency operating conditions under which humans and nature can exist in productive harmony while maintaining financial viability and fulfilling the social, economic and environmental needs of present and future generations of Americans.

1. SUSTAINABLE ENVIRONMENT, ECONOMY, GOVERNMENT AND DEMOCRACY

GSA will take actions to directly reduce our consumption of resources, and will provide our Federal agency customers with solutions that help them manage and reduce their consumption, as well.

2. OPEN GOVERNMENT AND TRANSPARENCY

GSA will drive greater transparency and openness in government through the adoption of agile technologies, processes and expertise for citizen engagement and collaboration built around innovative solutions that provide a more effective, citizen-driven government.

3. EXCELLENCE IN SOLUTIONS DELIVERY

As the government's expert in real estate, GSA will work with customer agencies to develop strategic portfolio plans that best meet mission workplace needs, manage customer real estate costs and maximize the performance of GSA's inventory.

APPENDIX 3. GSA'S STRATEGIC ACTION PLAN FOR TRANSPARENCY

Overview of the GSA Data and Information Transparency Process

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

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

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

We use a citizen-engagement tool to gain feedback from users to validate the status of current data and to prioritize data that need to be added and enhanced. Based on public feedback, we recently identified data on Federal vehicles, buildings and other assets, which we are publishing on Data.gov.

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

We are using our IT governance groups to formally identify data sets. Under the GSA IT Executive Committee, the Enterprise Applications and Services Committee and the Data Management Task Force have assumed responsibilities to identify and inventory agency applications and their data sets. The enterprise committee is responsible for an agency inventory of all applications and is overseeing services and staff offices as it conducts an analysis of each application to determine if there's an associated data set that should be released. The task force and groups such as the Federal Acquisition Service data quality team are reviewing information generated or maintained across the agency to identify additional data sets, including the data that may be the underlying basis for textual reports posted online. The initial reviews were completed in fiscal year 2010, but data sets will continue to be published.

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

Roles and Responsibilities

- GSA's services and staff offices are responsible for determining which data sets and tools are suitable for publishing on Data.gov. The service or staff office retains the right and responsibility for managing its data and providing adequate technical documentation, to include version control and archiving.

- The services and staff office data steward ensures the data set complies with information and data quality guidelines. The steward makes the initial assessment of data set appropriateness for publication on Data.gov. The data steward maintains metadata about the data sets.

- The services and staff office ensures the data sets proposed for publication meet legal, security, accessibility, privacy and confidentiality requirements.

- The services and staff office and the GSA Office of the Chief Information Officer ensure authoritative data sets are in platform independent and machine readable formats.

- The Office of the Chief Information Officer maintains tracking and status information about our data sets submitted to and published to Data.gov. The OCIO also monitors the services and staff offices internal processes to assure all appropriate data sets are published on Data.gov.

- The GSA Data Management Task Force assists the Office of the Chief Information Officer in tracking and keeping information current and accurate. It provides information to the OCIO regarding internal office processes to identify, review and propose data sets for publication to Data.gov.

- The Data.gov point of contact is an Office of the Chief Information Officer staffer who maintains metadata about data sets and tools in the GSA Data Set Pipeline for publication to Data.gov and for the data sets and tools already published to Data.gov.

Data.gov Submission Process

- The GSA Data.gov submission process for candidate data sets to be published on Data.gov has seven core processes and three subprocesses that result from alternative decision paths.

- The Data.gov submission process scope is initiated by a request for a data set for publication and ends with the publication of the data set on Data.gov or, alternatively, a determination that GSA is not the authoritative source or that the data set is not suitable for publication.

- The GSA Data.gov submission process begins when a customer requests publication of a data set. A customer can be internal or external to GSA. If the request is from a government agency, the Data.gov Program Management Office forwards the request to the GSA Data.gov contact person. That person determines if GSA is the authoritative source for the requested data set. If it is, then the contact person identifies the appropriate data steward and forwards the request.

- The data steward determines if the data set is suitable for publication. Suitability is based on conformance to GSA information and data quality guidelines, as well as our Data.gov checklist. If the data set is deemed suitable, the data steward obtains approval of the services and staff office using its internal review process and completes the metadata template.

- The data steward conducts an impact assessment on the data set request package to test compliance with privacy, Freedom of Information Act, legal and security considerations. Upon a successful impact assessment, the data set proposal is forwarded to the GSA Data.gov contact person.

- The Data.gov contact person reviews the submitted data set package and, if complete, forwards it to the Data.gov Program Management Office for publication to the Data.gov website. Upon publication, the core process is completed.

- An alternative data set request submission process is engaged under three conditions. Each could occur in a decision not to publish the requested data set to Data.gov.

  o <u>Condition 1</u>. If the data set request does not pass initial screening and filtering requirements, the request is rejected, and the data set is not published.

  o <u>Condition 2</u>. If the data set request is valid and passes initial screening, but the Data.gov point of contact determines that GSA is not the authoritative source for the data set, the request is forwarded to the Data.gov Program Management Office to identify the correct authoritative source.

  o <u>Condition 3</u>. If the data set request is valid and GSA is the authoritative source, but the data steward deems the data set not suitable based on the information and data quality guidelines and/or impact assessment, the request is rejected and the data set is not published.

Federal Acquisition Service Data Set Inventory Process

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

- Analyzing all FAS applications that create data and identify publishable data sets produced by the execution of core mission activities.
- Analyzing recurring Freedom of Information Act requests with the intent of publishing applicable data sets to Data.gov and maintaining currency.
- Tracking and documenting cycle times to publish data sets to create a quantitative prediction model for data publication.
- Establishing a FAS hosting site and the ancillary support infrastructure to facilitate the ongoing publication of data.

As of February 2012, FAS had published 23 data sets on Data.gov. The FAS data set pipeline includes publishable data sets produced by 77 FAS applications in the execution of the core mission, recurring Freedom of Information Act data sets and balanced score card reporting.

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Additional sources are being investigated and data set identification requested. The table below lists the applications being actively reviewed for publishable data sets.

FAS Applications with Inventory of Data Sets

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

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Public Buildings Service Data Set Inventory Process

- Review the PBS application inventory, consisting of 49 national applications.
- As of February 2012, PBS had published 14 data sets on Data.gov.
- As of June 2010, identified 27 of the 49 applications as having potential high-value data sets for publication on Data.gov.
- Work with the PBS Freedom of Information Office to obtain a listing of the recent types of requests, to assist in prioritizing the type of data sets that businesses and the public are requesting or interested in.
- Identified three websites available to the public from GSA.gov and that contain information suitable for publishing on Data.gov.
- Actively reviewing seven applications and the associated websites for data sets to be published on Data.gov. The review process consists of the following steps:

  o Identification of data fields to be included in the data set, along with a data dictionary for each data set.
  o Submission of a proposed data set to legal counsel for review, comment and final determination as to what may be released; this may require follow-up meetings for clarification purposes.
  o Finalization of data set and data dictionary by the applicable system owner or business line.
  o Completion of final checklist and metadata sheet for the data set to be submitted to the GSA Data.gov point of contact for processing and submission to Data.gov.
  o Submission of checklist, metadata sheet, data set and data dictionary to GSA Data.gov contact person for final review and publication on Data.gov.

- One data set (PBS Information Portal Recovery Act data) has been posted on Data.gov.
- Additional data sets followed at a rate of four per quarter through Dec. 31, 2010.

The following table lists the Public Buildings Service's 27 applications identified with data sets that may be publishable, including three websites. These are in the Public Buildings Service Data Set Pipeline.

PBS Applications with Inventory of Data Sets

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

PBS Applications with Inventory of Data Sets (continued)

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

GSA Data Set Pipeline

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

GSA Applications and Data Sets Inventory and Pipeline Status Summary

Office Name	Number of Applications with Identified Data Sets		Information online that may have underlying data publishable to Data.gov		Data Sets Submitted to Data.gov	
	Applications	Data Sets Inventoried	Reports	Other	Raw Data	Tools
Chief Acquisition Officer	11	3	0	0	0	0
Chief Financial Officer	29	0	0	0	0	0
Chief People Officer	3	1	0	0	0	0
Chief Information Officer	13	0	0	0	0	0
Federal Acquisition Service	77	0	0	0	0	0
Office of Civil Rights	0	0	0	0	0	0
Office of Citizen Services and Innovative Technologies	1	0	0	0	0	0
Office of Emergency Response and Recovery	1	0	0	0	0	0
Office of General Counsel	0	0	0	0	0	0
Office of Governmentwide Policy	11	1	0	0	0	1
Office of Performance Improvement	0	0	0	0	0	0
Office of the Inspector General	1	0	0	0	0	0
Office of Small Business Utilization	0	0	0	0	0	0
Public Buildings Service	49	27	0	0	0	0
Total	**196**	**32**	**0**	**0**	**0**	**1**

GSA Data Set Categories

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

1. Government Business Services. The government business services domain encompasses the core business functions of the Federal Acquisition Service and the Public Buildings Service – functions that are central to GSA's core mission. Our government business services are supported by the acquisition value stream. The Federal Acquisition Service supports an

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acquisition value stream for personal property assets, typically classified as goods and services; while the Public Building Service supports an acquisition value stream that focuses on workspace (real property) and related assets. The business services domain's segments are:

- Acquisition:
  o Fleet management (vehicle leasing and acquisition),
  o Travel management and relocation services,.
  o Federal assets sales,
  o Assisted acquisition services – nonbuildings (internal and external), and
  o Supply chain management;
- Workspace:
  o Space acquisition, and
  o Public facilities management; and
- Policy:
  o Acquisition policy and technical infrastructure.

2. <u>Citizen Services.</u> The citizen services business domain consolidates all of GSA's citizen-centered activities into a single organization, providing the American public access to information and services. It also helps government agencies procure contact centers, assists with consumer outreach and publications, facilitates a variety of Web services, and promotes intergovernmental collaboration and innovation. Citizen Services' domain segments are:

- Citizen access,
- Citizen service, and
- Public outreach.

3. <u>Financial Management.</u> The financial management domain focuses on maintaining the critical government role of ensuring compliance with financial management regulations and policies, effective internal financial controls, financial data integrity, integration of financial data with mission-critical programs, and security and protection of Federal assets and data.

4. <u>Human Resources.</u> The human resources business domain encompasses a wide range of activities, including staff acquisition, organization and position management; compensation and benefits management; performance management; and employee and labor relations.

5. <u>Information Technology.</u> The information technology business domain provides IT services and solutions to employees. Among the services are enterprisewide information technology infrastructure services, including desktop support and a wide area network; information technology portfolio management; information technology capital planning and investment control; information technology security programs and security management; enterprise architecture linking business needs to GSA's information technology systems and services; and integration of e-gov and lines of business initiatives with the president's programs.

6. <u>Policy.</u> GSA's policy domain manages governmentwide policies to guide and direct Federal agencies to use the most cost-effective and efficient management practices in the

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

GSA Data Sources

Data Underlying Public Reports

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

Data Published on GSA Public Websites

GSA publishes extensive data on various Internet sites. To ease the public burden of having to search multiple sites, we are inventorying our data available electronically and will publish raw data and tools from its existing sites on Data.gov.

Freedom of Information Act

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

GSA Applications Published to Data.gov

GSA had published 25 applications to Data.gov as of February 2012. The published applications are available on Data.gov at GSA Applications.

GSA Data Sets Published to Data.gov

GSA had published 100 data sets to Data.gov as of February 2012. The published data sets are available on Data.gov at GSA Data Sets.

High-Value Information

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

Audience Identification and Outreach

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

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

Joint Data

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

Going Forward

Our transparency processes and practices will continue forward. GSA commits to publishing as much high-value data and information as possible.

APPENDIX 4. FLAGSHIP INITIATIVES PERFORMANCE METRICS

FLAGSHIP INITIATIVE: BUSINESS BREAKTHROUGH

PARTNERSHIP: OFFICE OF SMALL BUSINESS UTILIZATION, WHITE HOUSE

- **GSA Strategic Goal(s)**: Innovation, customer intimacy, operational excellence

- **GSA Draft High-Priority Performance Goal**: Open government and transparency

- **Business Breakthrough Performance Metrics**:

  o Participant feedback/usefulness of information;
  o Participant future success in winning Federal contracts;
  o Increases in schedule holder sales and overall success rate.

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

Table 1. Business Breakthrough Timeline

FLAGSHIP INITIATIVE: EPUBS (GOOGLE) U.S. GOVERNMENT BOOKSTORE

PARTNERSHIP: OFFICE OF CITIZEN SERVICES AND INNOVATIVE TECHNOLOGIES, GOOGLE BOOKS, GOVERNMENT PRINTING OFFICE

- **GSA Strategic Goal(s)**: Innovation, customer intimacy, operational excellence

- **GSA Draft High-Priority Performance Goal**: Open government and transparency

- **ePubs Performance Metrics**:

  o Number of ePubs distributed through external online partners.
  o Number of new publications added to existing ePubs catalog.
  o Number of new agency partners.

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

Table 2. ePubs (Google) U.S. Government Bookstore Timeline

FLAGSHIP INITIATIVE: FEDERAL BUILDINGS PERSONNEL TRAINING - (FMI.INNOVATIONS.GOV)

PARTNERSHIP: OFFICE OF GOVERNMENTWIDE POLICY

- **GSA Strategic Goal(s)**: Innovation, customer intimacy, operational excellence
- **GSA Draft High-Priority Performance Goal**: Sustainable Environment
- **FMI.innovations.gov Performance Metrics**:

  o Improvement in building performance metrics following building facilities management personnel completion of training in the Federal Buildings Personnel Training Act core competencies.
  o Website hits – represents usage.
  o Constructive, actionable comments from the public, government, industry and academic stakeholders on how to improve and/enhance aspects of the website and FBPTA Program – represents usage and "buy-in and ownership".
  o Requests for Facilities Management Institute staff to present at national and international conferences on the institute's creation and operation. Represents accomplishment and a desire to replicate.
  o Reduction in resource use and the associated reduction in operating expenses experienced by the Federal Government as a result of training taken through FMI or through resources the institute provides.

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '12	FY '13	FY '14
Core competencies indentified, curriculum developed and courses, certifications, degrees, licenses and registrations representing the acquisition of knowledge, skills and abilities, published through FMI.innovations.gov.	√		
Federal Employee Facilities Workforce has entered FMI.innovations.gov Web tool, input baseline data, mapped career path according to position and level, completed Government Accountability Project analysis, developed GAP closure plan, completed the mandatory core competencies for their position and level, made progress on GAP closure.		√	
Developed comprehensive continuing education program to maintain state-of-the-art high-performance core competencies and to continually advance skill sets through the development of next generation core competencies.		√	√
Develop an administrator-approved method for modifying Facilities Management Service contracts to ensure performance contracting and to insert the requirements for contracted personnel to possess and demonstrate high-performance core competencies comparable to those required by Federal employees performing the same task.		√	√

Table 3. FMI.innovations.gov

FLAGSHIP INITIATIVE: ELECTRONICS WASTE DISPOSAL

PARTNERSHIP: OFFICE OF GOVERNMENTWIDE POLICY

- **GSA Strategic Goal(s)**: Innovation, customer intimacy, operational excellence

- **GSA Draft High-Priority Performance Goal**: Sustainable Environment

- **Electronics Waste Disposal Performance Metrics**:

o Publication of Federal Management Regulation Bulletin advising agencies to use certified recyclers.
o Drafting proposed FMR regulation requiring agencies to use certified recyclers.
o Launch of enhanced reporting tool.
o Posting of expanded agency reports on Data.gov

MAJOR ACTIVITIES / COMPLETION TIMELINE	FY '12	FY '13	FY '14
Draft and publish a GSA FMR Bulletin providing guidance to agencies regarding electronics waste disposal. This bulletin advises agencies to dispose of unusable electronics through a certified recycler or refurbisher.	√		
Draft FMR revision codifying in regulations the changes to policy contained in FMR Bulletin (line above). Milestone is to have first draft finalized at end of February 2012, incorporating language as approved by the Office of General Counsel and the Office of Governmentwide Policy.	√		
Launch enhanced reporting tool to capture agency data on disposal of electronics. Report infrastructure and tool is now in place; however, agency reporting under new policies won't be reflected until the FY '13 reports are provided as a baseline.		√	
Publish reporting data on Data.gov. First round of data will reflect FY '13 activity with a full year of policy in effect (baseline year).			√
Publish reporting data on Data.gov. This second round of data will reflect FY '14 activity and be compared to the baseline.			FY '15

Table 4. Electronics Waste Disposal

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APPENDIX 5. 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
Business Breakthrough	√	√	√		√	
ePubs (Google) U.S. Government Bookstore	√	√	√		√	
Federal Buildings Personnel Training (FMI.innovations.gov)	√	√	√	√		
Electronics Waste Disposal	√	√	√	√		

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APPENDIX 6. ABBREVIATIONS

Abbreviation	Definition
AAS	Assisted Acquisition Service
ACSI	American Customer Satisfaction Index
ACT-IAC	American Council of Technology-Industry Advisory Council
AOL	America Online
CEO	chief executive officer
CEQ	Council on Environmental Quality
CFDA	Catalog of Federal Domestic Assistance
CIO	Chief Information Officer
CRT	Cathode Ray Tube
CSC	Customer Supply Center
CTO	chief technology officer
CY	contract year
DMS	Data Management System
DOD	Department of Defense
eBUY	Electronic Buy
eFAS	Electronic Federal Asset Sales
e-GOV or eGOVERNMENT	Electronic government
EOP	Executive Office of the President
EPA	Environmental Protection Agency
e-PUBLICATION	electronic publication
ePUBS	electronic publications
e-READERS	electronic readers
e-STEWARDS	Electronic Stewards Program
e-TOOLS	electronic tools
FAA	Federal Aviation Administration
FACA	Federal Advisory Committee Act
FACIT	Fine Arts Conservation Tools
FAQ	frequently asked questions
FAS	Federal Acquisition Services
FBI	Federal Bureau of Investigation
FBO	Federal Business Opportunities
FBPTA	Federal Buildings Personnel Training Act
FCIC	Federal Citizen Information Center
FedBizOpps	Federal Business Opportunities
FM	facilities management
FMI	Facilities Management Institute
FMR	Federal Management Regulation
FOIA	Freedom of Information Act

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Abbreviation	Definition
FY	fiscal year
GAP	Government Accountability Project
GES	Global Environmental Services
GHG	greenhouse gas
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GPRAMA	Government Performance and Results Act Modernization Act
GSA	General Services Administration
GSAM	General Services Acquisition Manual
GSAXcess	GSA Federal Excess and Surplus Personal Property
HHS	Health and Human Services
HTML	HyperText Markup Language
IAE	Integrated Acquisition Environment
IRS	Internal Revenue Service
IT	information technology
JTA	job task analysis
MAS	Multiple Award Schedules
MOBI	Mobile (Internet top level domain)
MSN	Microsoft Network
NAICS	North American Industry Classification System
NARA	National Archives and Records Administration
NIC	India's National Informatics Centre
NIEM	National Information Exchange Model
OCIO	Office of the Chief Information Officer
OCSIT	Office of Citizen Services and Innovative Technologies
OGP	Office of Governmentwide Policy
OGPL	Open Government Platform
OIRA	Office of Information and Regulatory Affairs
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPRC	Open Policy Resource Center
PBS	Public Buildings Service
PDF	Portable Document Format
PIC	Performance Improvement Council
R2	responsible recycling program
REDINET	Real Estate Disposal Inventory Network
RFP	request for proposal
RFQ	request for quotation
SME	subject-matter expert
SWOT	strength, weaknesses, opportunities and threats
TSA	Transportation Safety Administration
USA	United States of America
VA	Department of Veterans Affairs

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APPENDIX 7. INDEX OF FIGURES AND TABLES

FIGURES

TABLES

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

This table lists updates to the GSA Open Government Plan since April 9, 2012.

Date of Update	Section Name and Number	Description
4/5/2012		Overall update to address GSA's leadership role in sustainability, GSA-led U.S. National Action Plan initiatives. Includes information on GSA disclosing useful information, engaging the public in decision-making, and collaborating outside of government in Transparency, Participation and Collaboration sections. Administrator's Message, Governance Chart, Introduction, Executive Summary, Initiatives and Performance Metrics sections updated.
5/20/2011	6.2 GSA's Employee Training and Engagement Tools	Added section highlighting GSA's Online University Social Media Awareness Training.
	All sections	Updated content of entire plan to include Associated Press style edits.
4/5/2011	All sections	Updated content of entire plan and added information on open government activities since publication of Version 1.1.
7/6/2010	Appendix 3	Updated Strategic Action Plan for Transparency.

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Date of Update	Section Name and Number	Description
6/25/2010	2. Introduction	Updated and added Figure 1. Open government plan development process.
	3. Leadership, Governance and Culture Change	Added introduction.
	3.1 Open Government Plan Governance and Approach	Updated open government governance chart.
	3.2 Open Government Alignment with GSA's Strategic Transformation	Updated "High-Priority Performance Goals" to indicate two goals completed before June 30, 2010.
	3.3 External Recognition of GSA's Commitment to Open Government	Added section.
	4. Engaging the Public to Formulate the Open Government Plan	Changed title from "Open Government Engagement Dialogue" and added introduction.
	4.2 GSA's Public Consultation	Changed title from "GSA's Online Conversation."
	4.3 Ideas Chosen for Implementation	Added idea "GSA's Response to Catalog of Federal Domestic Assistance Linking Idea."

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Date of Update	Section Name and Number	Description
6/25/2010	4.5 GSA's Open Government Mailbox	Added section.
	5.2 Methods for Informing the Public about Our Business	Added introduction. Updated screen shot of GSA's open Web page.
	5.4 Information Policies	Updated FOIA information to include definition of a "grant." Updated data quality information to include information about Initial Data Quality Plan submitted to OMB. Updated Records Management Section and included new links.
	5.5 GSA's Governmentwide Leadership and Support of the Administration's Transparency Initiatives	Updated IT Dashboard information.
	5.6 Compliance with the Administration's Transparency Initiatives	Included eRulemaking section.
	6.1 GSA's Governmentwide Public Engagement Initiatives	Updated Better Buy Pilots Wiki and Open Government Public Engagement Tool sections.
	6.3 GSA's Employee Training and Engagement Tools Support Mission Operations	Added information on Web 2.0 Tools and Training. Added "Jive Employee Engagement Online Community."
	6.5 Changes to Internal Management and Administrative Policies	Added new section to include changes to clearance process for internal GSA directives.
	7.1 GSA's Governmentwide Collaboration	Updated references to working groups, changed to councils.
	7.3 GSA's Challenges and Prizes Increase Collaboration	Updated to include winner of video contest.

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Date of Update	Section Name and Number	Description
6/25/2010	8.3 Challenges and Prizes Platform	Updated to include information about progress implementing the initiative.
	8.4 Citizen Engagement Platform	Updated to include information about progress implementing the initiative.
	9. Cross-Agency Transferability	Updated introduction.
	10. Conclusion	Updated to include results of Better Buy wiki and added PBS Industry Relations Division Ideascale.
	Appendix 1	Updated Communications Plan.
	Appendix 2	Updated GSA mission statement.
	Appendix 3	Updated Strategic Action Plan for Transparency.
	Appendix 5	Updated major activities/timeline for completion tables for: • Challenges and prizes platform; and • Citizen Engagement Platform.
	Appendix 9	Added table showing GSA's compliance with Open Government Directive.
	Appendix 10	Updated to include recent changes.
4/14/10	Section 4.2 Ideas Chosen for Implementation	Updated to more accurately reflect GSA's progress. The previous content did not make it clear that we were still in deliberation on implementing these ideas.
	Section 5.5 Compliance with the Administration's Transparency Initiatives	Updated Recovery.gov information.

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Date of Update	Section Name and Number	Description
4/8/10	Cover page	Updated to include image of GSA seal with eagle.
	Table of Contents	Updated to include sections 9 and 10and 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.

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