



# 2011 Annual Report

GSA Office of Citizen Services  
and Innovative Technologies



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## ■ Overview

### Office of Citizen Services and Innovative Technologies:

#### Meeting the Challenges



We are leading the Obama Administration's charge to make government more open, transparent, and effective for the citizens it serves.

We led several key initiatives this year to reform federal IT, facilitate using new technologies to improve government operations and citizen engagement, and help agencies enhance customer experience across government.

Citizens accessed our information and services more than 272 million times this year, visiting [USA.gov](http://USA.gov) and other websites, searching through [USASearch](#), ordering and downloading [publications](#), interacting via [social media](#), and getting answers by phone calls and e-mails about thousands of different government services and programs.

We addressed government-wide challenges outlined in the Administration's [25 point Implementation Plan to Reform Federal Information Technology](#), leading key IT management reform initiatives that will enable agencies across the government to significantly increase operational efficiency and effectiveness. These reforms are expected to save the government \$3-\$5 billion in just a few years.

**Innovative Technologies:** One of the Administration's 25 Point Plan's primary goals is to get many agencies to use secure cloud computing through the Cloud First Policy. OCSIT is the government-wide lead on Cloud First, which requires Federal agencies to "default to cloud-based solutions whenever a secure, reliable, cost-effective cloud option exists." Agencies must also move one service to the cloud within 12 months and two more within 18 months.

OCSIT's Federal Cloud Computing Initiative Program Management Office is leading the way with the following government-wide implementation measures:

- Consolidating data centers and eliminating 800 of the existing 2,100 by 2015.
- Establishing contract vehicles for Infrastructure as a Service, E-mail as a Service and other cloud-based and commodity IT services.

- Developing the Federal Risk Authorization Management Program ([FedRAMP](#)) to speed up agencies' adoption of secure cloud solutions.
- Creating [Apps.gov](#), an on-line storefront that provides access to over 3,000 cloud-based products and services where agencies can research solutions, compare prices and place on-line orders using GSA's eBay system.

Our Federal Cloud Computing Initiative focuses on implementing cloud solutions that increase operational efficiency; optimize common services and solutions across organizational boundaries; and enable transparent, collaborative and participatory government. These ground-breaking efforts help to close the IT performance gap between the federal government and the private sector, as outlined in my Congressional testimony in [April](#) and [September](#).

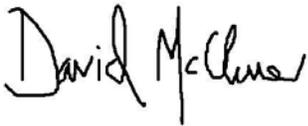
**Expanding open government:** We keep expanding open government by building and sharing new tools with agencies. We helped federal agencies use online dialogues, developed mobile government strategies and apps, offered a central web platform for hosting innovation challenges, and enabled an increasing number of ways so the public can talk with government. This transparency and openness leads to better management, operational efficiencies, and greater accountability for results. Some examples include:

- [Challenge.gov](#), the central platform for government contests and challenges, empowers the government and the public to bring the best ideas and solutions to our agencies. The platform has featured more than 130 challenges and awarded over 38 million dollars in prizes.
- [Data.gov](#), which now hosts over 400,000 downloadable, interactive data sets, is the anchor of the 38-nation Open Government Partnership. We also launched Data.gov-in-a-Box, an open-source version of Data.gov that other countries and other governments at any level can use.
- [Executive Order on Streamlining Service Delivery and Improving Customer Service](#), which led to our managing the .gov Reform Initiative. This initiative calls for reducing the number of federal websites and eliminating duplication. OCSIT is also helping GSA and other agencies develop the customer service plans required to comply with the executive order.

OCSIT won a dozen major awards for leadership and innovation this year. We've been invited to share our knowledge with government and non-government groups alike—from Capitol Hill to state governments across the country to Canada, from Singapore to Switzerland, Taiwan and Mexico.

While we've achieved tremendous success this year, we still face a number of challenges. As always, they bring with them many exciting opportunities for further innovation that will keep us on our toes in the coming year.

Next year, we will have to do more of the same with fewer federal e-government dollars. But we have demonstrated our ingenuity, our innovativeness and our ability to maximize and leverage resources to benefit the federal government and our citizens.

A handwritten signature in black ink that reads "David McClure". The signature is written in a cursive, slightly slanted style.

David McClure

Associate Administrator

Office of Citizen Services and Innovative Technologies

U.S. General Services Administration

## Who We Are

We deliver government-wide information and services to the public. We provide practical tools, models, and proven practices that agencies can easily use and make it easy to adopt new technologies to improve efficiency and effectiveness of government operations and enhance citizen engagement.

## Our Vision

Our vision is simple: Deliver a world-class experience to the public when accessing government information and services – anytime, anywhere – through the channel that they choose.

We create products and services that federal agencies can easily adopt that will enhance their ability to innovate, deliver services, engage the public, and save valuable resources.

**Innovation:** Expand public engagement with government using pioneering and proven solutions and practices that are adaptable government-wide.

**Customer Intimacy:** Deliver an online customer experience that is best in class, that is driven by results, and that other agencies can use.

**Operational Excellence:** Propose, incubate, and propagate new technology solutions to close the gap in information technology performance and innovation, and accelerate federal leadership in implementing solutions that are faster, cheaper, and greener.

## Our Values

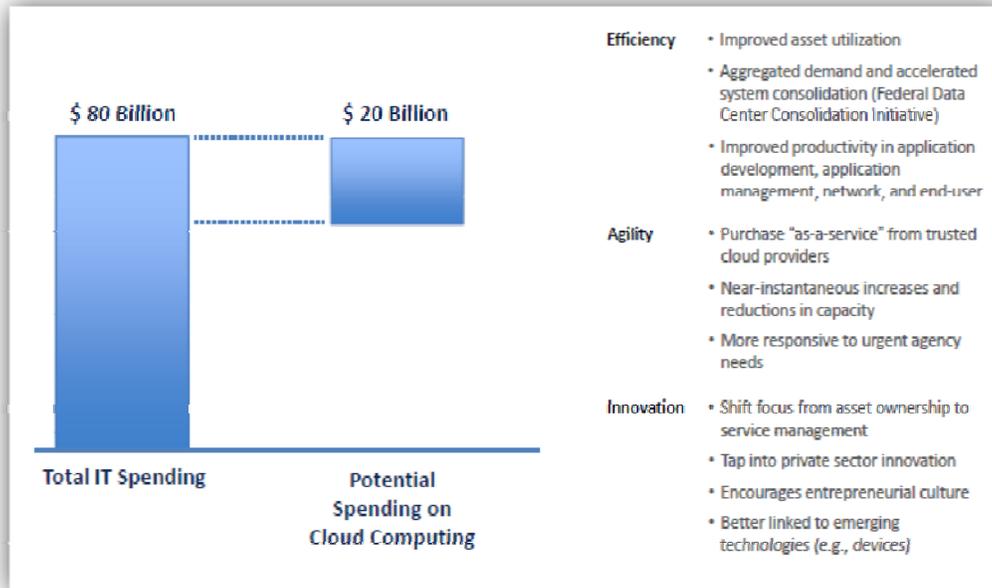


## ■ Accomplishments

### Innovative Technologies

We serve as the government-wide leader in identifying and fostering adoption of innovative new technologies that help agencies increase efficiency of government operations, enhance effectiveness of service to citizen, and achieve cost savings.

#### Federal Cloud Computing Initiative



Cloud computing offers an unprecedented opportunity for substantial IT spending savings, while increasing federal IT systems' agility, scalability, performance and sustainability.

We manage the Federal Cloud Computing Initiative (FCCI) Program Management Office (PMO), which ensures that the government leverages cloud-based solutions and addresses obstacles to adoption of secure cloud solutions. It works closely with National Institute of Standards and Technology (NIST) to develop standards to govern portability and interoperability in the cloud environment. It also works with the CIO Council and chief information security officers, the Departments of Homeland Security and Defense, industry, academia, and other key stakeholders.

The FCCI PMO leads several major initiatives that will make it easier to adopt secure cloud computing, including making available cost-effective government-wide contract vehicles for cloud-related services; adopting a robust, consistent; and standards-based approach to security and risk management; achieving federal data center optimization; and using a one-stop shop for acquiring cloud services. Each is described below.

FCCI concentrates on cloud security, Email as a Service (EaaS), data center consolidation, Infrastructure as a Service (IaaS), and Apps.gov.

Also, the FCCI plays a leadership role, making it easy to get access to cloud-based solutions from commercial providers that meet federal requirements, and enhancing agencies' capacity to analyze viable cloud computing options that meet their business and technology modernization needs. This reduces or minimizes barriers to safe and secure cloud adoption.

Also, the FCCI PMO manages and updates Info Portal, [info.apps.gov](http://info.apps.gov), the primary information portal for cloud computing across government. It boasts an average of 3,000 hits a month, and gives federal agencies and state and local governments with an authoritative source for information on GSA-managed cloud procurement vehicles, cloud case studies and metrics, and documentation agencies can use for their own cloud research, business case creation, and procurements.

### Achievements:

- OCSIT and FAS completed security authorizations for enough IaaS awardees to ensure competitive fields in all three lots. The Department of Homeland Security placed the first order against the IaaS BPA for web hosting services in the cloud, and will host high-profile public-facing websites such as [fema.gov](http://fema.gov) and [dhs.gov](http://dhs.gov) in the cloud. GSA has an order in the queue that should be awarded shortly.
- Within the IaaS BPA, agencies buy what they need and can respond to demand spikes and valleys. This is a huge change in how government agencies provision their information technology. Owning the hardware – or leasing dedicated hardware from hosting vendors – will become a method of the past reserved for special applications. For low- and medium-risk systems, the economics will shift hosting toward cloud services for more flexible environments at better prices.
- Issued a solicitation for cloud-based e-mail services in the second quarter of FY 2011.
- Working with security experts from across the federal government to develop a set of security controls, risk management, and continuous monitoring procedures to address cloud-based products and services. The Federal Risk and Authorization Management Program (FedRAMP) is being reviewed by industry and government stakeholders and will become operational in early FY12.

## Federal Cloud Computing Program Management Office

In coordination with GSA's Federal Acquisition Service (FAS), the Cloud PMO develops requirements and supports the establishment of competitive government-wide contract vehicles that enable agencies to acquire secure, commercially available cloud solutions for infrastructure, email, and other commodity services.

### Achievements:

- Supported establishing procurement vehicles that allow agencies to purchase IT resources as commodities, ending in FAS' awarding the Infrastructure as a Service (IaaS) Blanket Purchase Agreement under GSA Schedule 70. The 12 diverse cloud service providers offer cloud storage, computing power, and cloud-based website hosting as commodity services. These IaaS contracts enable agencies to best use their infrastructure and achieve substantial, long-term cost savings. Agencies pay only for what they need, define performance requirements, can respond to changing demands, benefit from commodity pricing, and receive secure solutions.
- Helped develop the Email as a Service (EaaS) BPA, which is an active procurement managed by FAS. It will offer federal customers a streamlined procurement vehicle for commercially available cloud email solutions that best fits their agency's needs.

## FedRAMP



The Administration's Cloud First policy's primary goal is to achieve widespread practical use of secure cloud computing to improve operational efficiency and effectiveness of government. Currently, most agencies conduct their own security assessment and authorization for every system they acquire, leading to unnecessary expense, duplication, and inconsistency across government. According to the 2009 FISMA report to Congress, agencies spent \$300M on security assessment and authorization activities alone. FedRAMP will substantially reduce these costs by providing a single, provisional authorization that can be used by all agencies as the basis for issuing an Authority to Operate (ATO).

Working closely with DHS, NIST, DoD, OMB, and the Federal CIO Council, GSA set up the Federal Authorization Risk Management Program (FedRAMP) to accelerate adoption of secure cloud solutions by agencies across government. Key benefits include:

- Provides a single, consistent security risk assessment and authorization that can be leveraged across agencies – an "approve once, and use often" approach
- Establishes a common set of baseline security assessment and continuous monitoring requirements using NIST standards
- Approves and makes available qualified, independent third-party assessors, ensuring consistent assessment and accreditation of cloud solutions based on NIST's proven conformity assessment approach
- Shifts risk management from annual reporting under FISMA to more robust continuous monitoring by moving towards detecting in real-time and mitigating persistent vulnerabilities and security incidents

Savings across agencies are estimated at a 50% reduction in staffing, 75% reduction in assessment time and \$200K cost avoidance every time an agency leverages the FedRAMP ATO, far exceeding the cost of the program.

### Achievements:

Agencies seeking to adopt cloud services have shown strong support and demand for FedRAMP. Its processes, policy, governance, and technical security standards have all been based on a consensus-based approach that includes agencies' Chief Information Security Officers, the Federal CIO Council and its Information Security and Identity Management Committee (ISIMC), National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), Department of Defense (DoD), National Security Agency (NSA), and numerous industry organizations.

The FedRAMP PMO has fully vetted baseline security controls, requirements and documentation with both government and industry stakeholders, receiving over 1,100 comments between November 2010 and January 2011. Based on this extensive input and ongoing collaboration with stakeholders, the FedRAMP PMO developed a comprehensive concept of operations, conformity assessment process, and continuous monitoring framework for Federal agencies to use when using this program. FedRAMP will deploy fully during FY12 and is expected to be mandatory for agencies to use when acquiring cloud services.

## Apps.gov



Apps.gov is an online storefront to encourage and enable the adoption of cloud computing and social media solutions within the federal government. Apps.gov aggregates the cloud-based service catalog available to agency CIOs. It offers a robust set of business, productivity products and services, and links to social media applications that have signed terms of service agreements with GSA.

Using Apps.gov, agencies can research cloud products, compare prices, and place orders. Many agencies begin their research and analysis of existing cloud products and services at this site. Once procurement decisions have been made, agencies can buy direct through the storefront or through GSA Advantage or e-Buy.

Agencies also use Apps.gov to research free social media tools that have federal-compatible terms of service agreements in place with GSA. By negotiating these agreements and making them available to other agencies, OCSIT has cleared an important hurdle to adopting free, commercial tools such as YouTube, Facebook, Twitter, and Flickr.

### Achievements:

- Access to more than 3,000 cloud-based products and services. The site receives about 3,800 hits per month. Apps.gov gives agencies a direct entry point to GSA's eBuy system so that they can complete their Federal Acquisition Regulation (FAR) competition requirements for cloud-based solutions that require a statement of work (SOW). Agencies have purchased more than \$5 million in cloud-computing services and products.

- FISMA-certified cloud computing services through the Infrastructure as a Service (IaaS) Blanket Purchase Agreement (BPA) are available on Apps.gov. This BPA has 12 vendors across three different lots of services: Web Hosting, Cloud Storage, and Virtual Machines. The IaaS BPA allows Federal agencies to compare vendors offering similar services and provides a streamlined procurement vehicle for acquiring cloud services.

## Federal Data Center Consolidation



One of the Obama Administration's primary IT priorities is reviewing and consolidating federal data centers. Data center proliferation strains agency budgets, resources, and the environment.

Our Federal Cloud Computing PMO manages the government-wide Federal Data Center Consolidation Initiative (FDCCI). The FDCCI helps agencies identify their existing data center assets and create consolidation plans that include a technical roadmap and targets.

This initiative will significantly enhance IT efficiency and enable infrastructure optimization, while also fostering environmental sustainability and greening of data center facilities throughout government. The PMO works with agencies to create a repository of information on IT assets and aggressive plans to consolidation data centers, and provides guidance to agencies on meeting consolidation goals.

## Achievements:

- Chartered and is facilitating a government-wide data center consolidation task force co-chaired by DHS and DOI that meets monthly and includes representatives from all 24 CFO Act agencies.
- Ensuring consistent data collection of the federal data center inventory by developing and disseminating standard templates to collect, manage, and analyze agency data center inventory data.
- Collaborating with industry on best practices and solutions for key data center consolidation issues.
- Conducted an Industry Day to discuss key data center consolidation challenges and seek input on best practices and case studies that provide actionable insights to agencies. Over 120 white papers were submitted for government review, and are being studied by government professionals.
- Developed a comprehensive total cost model for agencies to use to analyze alternative consolidation scenarios and enable data-driven decision-making for infrastructure cost and performance optimization.
- Pursuing development of a data center marketplace that will help best optimize infrastructure utilization across government by matching agencies with excess computing capacity with those that have immediate requirements. A working group is addressing consensus-building, requirements gathering, and other key facets necessary to ensure success.

Data Center Consolidation savings by the end of 2015 are expected to be \$3B, based on analysis of information provided in October, which shows that agencies plan to close 472 data centers by the end of next year.

On September 30, agencies released their updated data center consolidation plans to the public. This data reveals that the government remains on track to close at least 800 data centers by 2015, as stated in the Administration's IT Reform Plan.

After more than a year of consolidation work, agencies stated they plan to close 962 data centers through 2015, and that 81 of these data centers have already been closed.

## Open Government and Citizen Engagement

OCSIT is an accelerator and incubator for government-wide social media and public engagement solutions. We provide agencies with practical tools and technology, research, best practices, training, policy guidance, and outreach to meet the public's rapidly changing expectations of being able to participate, collaborate, view and understand government activities and information, and use government services. We also engage citizens directly through USA.gov, the National Contact Center, and an extensive presence on social media channels.

### Open Government

On his first day in office, President Obama ushered in a new era of openness in government when he challenged federal agencies to strengthen America's democracy, boost government efficiency, and save taxpayer dollars by [improving transparency and increasing public participation](#).

GSA met this challenge head on by successfully spearheading several open government initiatives and making meaningful headway towards fulfilling the aspirations of the President's Open Government Directive.

We have helped launch several flagship initiatives that are transforming citizen engagement with government. [GSA's Open Government initiative](#) serves as a roadmap of the agency's activities to advance a culture of openness. GSA's Open Government Plan celebrates GSA's on-going efforts to increase transparency and expand opportunities for public participation and engagement in agency operations.

Our newest public engagement activities include dialogues, collaboration forums, partnerships, and etools that are bringing new insights to government in key areas such as improving federal websites, expanding use of mobile computing, and fostering small business participation in federal procurement.

In addition to our original four flagship open government initiatives, in 2011 we added two new programs in the beginning phases of implementation. The six flagship initiatives are:

- Terms of Service Agreements
- Open Government Public Engagement Tool
- Challenges and Prizes Platform
- Citizen Engagement Platform
- Business Breakthrough (New)
- ePublications (New)

Our flagship Open Government initiatives benefit every federal agency and show our government-wide leadership role.

- The Terms of Service Agreements and the Open Government Public Engagement Tool give federal agencies policy-compliant, proven solutions that enable them to communicate openly and effectively with the public.
- The Challenges and Prizes Platform, challenge.gov, allows agencies to solicit innovative ideas and practical solutions from the public, backed by incentives that encourage the public to participate and compete.
- The Citizen Engagement Platform expands agencies' ability to use social media tools that are secure, tested, and accessible to persons with disabilities.
- The Business Breakthrough program helps businesses better understand the intricacies of the federal market, and learn more about ways they can use GSA's contracting vehicles to grow.
- ePublications makes popular government publications available for free via electronic download in a variety of e-publication formats.

President Obama highlighted his Administration's commitment to open government when he unveiled the U.S. National Action Plan on September 20, 2011 at the United Nations. The plan lays out the key challenges that will be addressed in the open government space. At the same time, *The Obama Administration's Commitment to Open Government: A Status Report*, was released, which outlines the Administration's major Open Government initiatives, summarizes the progress made on those initiatives, and explains how the Administration will continue to implement them over the next months and years.

GSA's excellent work is highlighted with Data.gov, Challenge.gov, and other OCSIT initiatives as key components. GSA will keep openness as an operational standard. Details on how GSA will implement its Open Government Plan and flagship initiatives are available via the Open Government Dashboard published on the agency's Open Government web page: <http://GSA.gov/Open>.

### **Data.gov**

We are the executive lead and project manager for [Data.gov](http://Data.gov), which is the flagship initiative of the Administration's Open Government Directive. Its goal is to make the federal government transparent and open through clear, accessible, and easy-to-use online government data. Data.gov increases public access to high-value, machine-readable data sets generated by the federal government's executive branch.



The Data.gov team 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.

Data.gov Quick Facts	Launch: May 21, 2009	1 Year: May 21, 2010	FY 2010 Sept. 30, 2011
<b>Total data sets available</b>	47	272,768	389,933
<b>Applications and mashups developed by the public and government</b>	0	237	1,079
<b>Data set downloads</b>	0	652,412	2,348,928
<b>Nations establishing open data sites</b>	0	6	21
<b>States offering open data sites</b>	0	8	29
<b>Cities in North America with open data sites</b>	0	8	11

## Achievements:

- Launched new Data.gov communities, specialized sections of the website dedicated to bringing together data suppliers and data consumers around a specific, cross-agency topic. These active communities provide citizens with a place to find data on their topics of interest, access apps and tools that bring that data to life, read blogs from contributors from agencies like HHS and the Department of Energy, and use discussion forums.

Communities are able to aggregate content, collaboration capabilities, and data across agencies. With 6 communities today, including energy, health, law and 4 more expected in the next few months, this yields a potential savings of 5.5M.

- Since the United States launched this capability, seven other national governments have launched their versions – and more are expected. India and the United States are working on **Data.gov-in-a-Box**. This initiative seeks to help interested countries promote transparency, improve citizens' engagement, and strengthen public service delivery by increasing citizens' access to public information. For the Data.gov-in-a-Box effort, technical experts from India and the United States share respective best practices, ideas and experiences to create an open-source, integrated version of Data.gov that will provide citizens with open government data and public information in a usable format. Data.gov-in-a-Box will provide an integrated, open-source platform, free of charge and intellectual property constraints that any government can use. Also, this effort will issue challenges and other citizen engagement initiatives to encourage citizens of both countries to develop new applications for global use. We plan to make Data.gov-in-a-Box available by early 2012.
- Launched a new Interactive Catalog, a cloud-based capability that provides a better interface to help citizens find and use the data they are looking for. It is based on a modular, cloud-based platform architecture, so it is available anywhere, anytime, is secure and backed-up, without the expense of dedicated government servers. All agencies can load their data, getting easy access to the cloud and allowing smaller agencies to host large amounts of data at a reasonable cost. Application developers will be able to access the data in real-time (versus downloading files) through open, consistent, ubiquitous, standards-based Application Programming Interfaces (APIs), enabling them to tailor applications to use only the data they need (promoting mobile apps), and enabling real-time updates for always-fresh data. The new platform also makes it easy to embed data from Data.Gov on blogs, websites and social media pages.

## Challenge.gov



[Challenge.gov](http://Challenge.gov) is the free, government-wide platform where federal agencies can host competitions and engage the public in submitting solutions. By connecting “seekers” and “solvers,” Challenge.gov makes it easier and quicker to find innovative solutions to some of government’s most pressing problems. It is the centerpiece of the President’s Strategy for American Innovation and is driven by the American Competes Act, which gives agencies broad authority to conduct prizes and competitions.

Challenge.gov allows citizens to view challenges and prizes from across government and actively participate by submitting solutions, voting on solutions, supporting a particular challenge, or sharing information among different communities.

GSA has saved agencies significant time and resources by providing a central no-cost, policy-compliant solution for hosting challenges, and has avoided agencies creating their own redundant challenge platforms.

Through Challenge.gov, OCSIT has spurred unprecedented government innovation and creativity. Using challenges and prizes has numerous benefits, such as:

- new opportunities are opened for agencies to access expertise beyond traditional networks
- agencies only pay for results if a solution meets the winning criteria
- individual solvers reap the social rewards of being recognized as “winners,” generating much higher levels of public engagement and awareness of key agency mission objectives than a traditional procurement process ever could

**Achievements:** Within the first year, Challenge.gov posted 130 challenges, 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 FY12; if agencies bought similar challenge hosting service from outside vendors, it would cost them an estimated \$15 million. Challenges can cost from \$50,000 to \$150,000 each, on average.

Challenge.gov has been visited over 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.

In addition, we trained hundreds of federal employees in how to effectively conduct challenges and to think strategically about how challenges can help solve their top business problems. We developed and updated best practices and checklists on the Challenges section of HowTo.gov and created several videos that showcase how agencies have successfully implemented challenges. Below are examples of how Challenge.gov has supported agencies in their innovation efforts and reaped significant cost savings and efficiency:

- **CDC flu app challenge**

CDC received nearly 100 submissions to develop an app to help people better understand flu symptoms and treatment. Nine winners shared \$35,000 in prize money; whereas it would have cost an estimated \$360,000 to develop the apps through a typical procurement process. See: <http://fluapp.challenge.gov/>

- **Apps for Healthy Kids (USDA)**

This challenge, supported by First Lady Michelle Obama’s “Let’s Move” campaign, called for people to create apps to help kids make better, healthier food choices. The challenge stimulated the creation of over \$5 million worth of software and games in exchange for \$60,000 in prizes. In addition, the challenge generated tremendous social rewards, with over 100 print articles, 200 web articles, 50,000 tweets and 50,000 Facebook postings, creating a level of

“Considering the cost-benefit ratio, it’s amazing we don’t have thousands and thousands of innovation prizes addressing areas of stagnancy throughout our infrastructure — contests that would unleash the intellectual power and drive of entrepreneurs.”

Washington Post

awareness on a scale difficult to achieve via traditional press releases and outreach—or if USDA had developed apps via a typical procurement process.

## Citizen Contests

We use contests, prizes, and other incentive-backed strategies to find innovative and cost-effective solutions to improve open government. These allow the government to tap into the public’s creativity, and also let the public more easily contribute knowledge and creativity to finding better solutions together.

- USA.gov launched the “[Help Answer the Public's Questions Video Contest](http://faq.challenge.gov/)” (<http://faq.challenge.gov/>) where the public can use FAQs at [answers.usa.gov](http://answers.usa.gov) to create videos to help people understand how to find government information and services. Contest closes October 28, 2011.
- Building on a common question government gets, OCSIT ran a “How Do I Become President” Infographic Challenge. (<http://challenge.gov/GSA/44-kids-gov-how-do-i-become-president-challenge>). The winning entry was made into a poster and sent to 10,000 middle schools. This poster is so popular that it’s been reprinted and is now available on Publications.USA.gov.
- To engage the public more in government, OCSIT ran a challenge for guest bloggers (<http://challenge.gov/GSA/31-share-your-story-govgab-guest-writer-challenge>) to write for the USA.gov blog (blog.USA.gov). The public shared their stories of how government information has been useful to them.

## Social Media



We help federal agencies with legal and policy issues related to social media. In addition, we have greatly expanded our own use of social media channels as part of our outreach and public engagement efforts.

**Achievements:** We created a robust presence for USA.gov and GobiernoUSA.gov on Twitter, Facebook, YouTube, Tumblr, Scribd, and Flickr; currently with more than 150,000 followers on Twitter and 31,500 Facebook fans. We manage several Twitter accounts that tell the public about what we're doing and what we offer: @GovNewMedia, @WebManagerU, @USAgov, @GobiernoUSA, @Challengegov and @USDataGov.

Our other impressive social media results reflect the public's growing use of the popular social media channels:

- Developed and expanded social media directories on USA.gov, including government blogs, widgets, RSS feeds, podcasts, and videos
- Helped write GSA-wide social media guidelines for employees
- Created and published extensive social media best practices on HowTo.gov
- USA.gov rebranded GovGab as the USA.gov Blog ([Blog.U.S.A.gov](http://Blog.U.S.A.gov)) and became the first federal agency to use the Tumblr, the popular blogging platform. In just four months, the USA.gov blog gained more than 1,300 followers on Tumblr. Since USA.gov led the way to Tumblr and negotiated a government-friendly terms of service with the company, Tumblr has been adopted by other government agencies, including the U.S. Department of State, Peace Corps, National Archives, and National Endowment for the Humanities. Tumblr has tagged our content 41 times and featured us in their Radar multiple times, which has greatly expanded the reach of our blog content
- In collaboration with other agencies and programs, delivered 19 guest posts from 11 different agencies on [Blog.U.S.A.gov](http://Blog.U.S.A.gov). OCSIT increased blog activity - GovGab posted a new blog each business day, whereas Blog.U.S.A.gov now posts multiple updates every day and on weekends
- GobiernoUSA.gov's Twitter growth exploded to more than 60,000 followers, up 1,150% over 2010. Twitter is now recommending GobiernoUSA.gov to new subscribers
- The USGovernment YouTube channel had a subscription rate increase of 99% over the previous year, with a 92% increase in upload views
- Publications.U.S.A.gov added Scribd as a social media channel to share Pueblo publications with the world's largest community of readers. Our publications

received over 78,000 “reads” on Scribd

- Our social media touchpoints grew almost 400% from August 2010 to August 2011
- USA.gov held a nationwide 1.U.S.A.gov Hack Day on July 29, 2011 to encourage people to explore the 1.U.S.A.gov data. Participants in four cities created and shared code. Before and after Hack Day, participants created useful tools out of the data on shortened and shared government URLs. Most tools centered around finding popular links, showing links by location, and using click data to enhance security

### **Social Media Terms of Service Agreements**

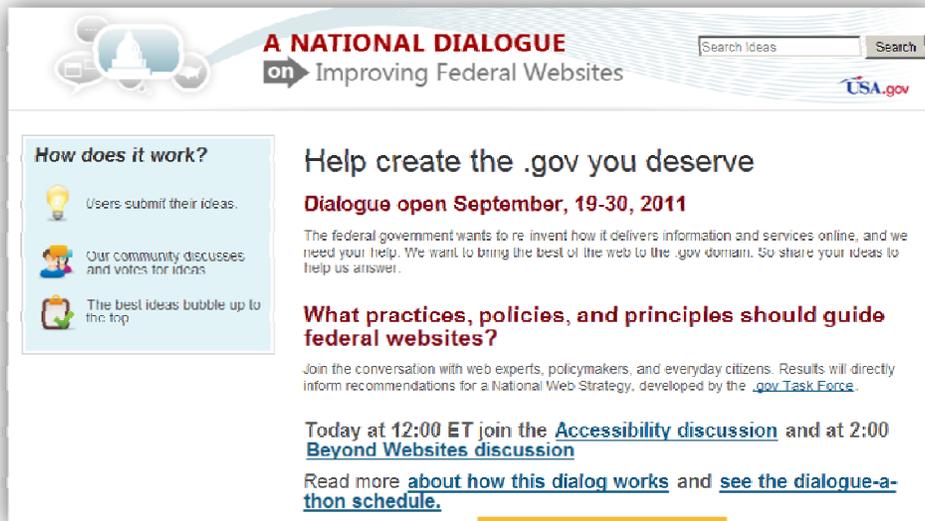
As of September 2011, agencies had signed 214 terms of service agreements with 59 social media providers. There are more than 1,000 uses of these social media applications across the federal government. The 44 social media apps on [Apps.gov](#) represent everything from large-scale social networks, to open source development platforms, to mapping and data visualization applications.

We led a coalition of federal agencies to work on terms of service agreements with a broad range of social media providers that offer free services to users. These standard agreements address issues that were previously seen as barriers to adopting social media applications, including complying with federal laws and regulations. Agencies can now use various social media sites without having to start from scratch negotiating special terms of service. These agreements have paved the way for broader adoption of free social media tools that greatly expand government’s ability to deliver information to the public at little or no cost to taxpayers.

### **National Dialogue on Improving Federal Websites**

The [National Dialogue on Improving Federal Websites](#) was a nationwide, two-week online conversation with citizens, policymakers, and web experts to generate ideas for redefining and re-inventing how the federal government delivers information and services online. Through 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 .gov Reform Initiative launched earlier this summer by the White House and GSA. It launched Monday, Sept. 19 and ran through Tuesday, October 4, 2011.



**Achievements:** 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.

The .gov Task Force will use the results to develop a Federal Web Strategy, making recommendations for updating federal web policies, and improving citizens' experience with federal websites.

### **Citizen Engagement Platform**

The [Citizen Engagement Platform](#) provides agencies with free engagement tools—blogs, wikis, and discussion forms—that are easy to use, easy to deploy, fully secure, and comply with policy. This “build once, use many” approach is cost-effective, makes it easy for agencies to meet their open government goals, and allows agencies to focus on collaborating with the public rather than on creating redundant, back-end technology systems. By standing up interactive spaces and collaborative tools, federal employees and the public can work together to find new and improved solutions for government. In addition, the Citizen Engagement Platform saves agencies time and money by solving policy issues centrally.

**Achievements:** The Citizen Engagement Platform enhanced the platform’s usability through user testing, customer surveys, and listening sessions with current users. More than 420 users are registered on the platform, which has given 227 tools to 49 different agencies, including 97 blogs, 84 wikis, and 46 forums.

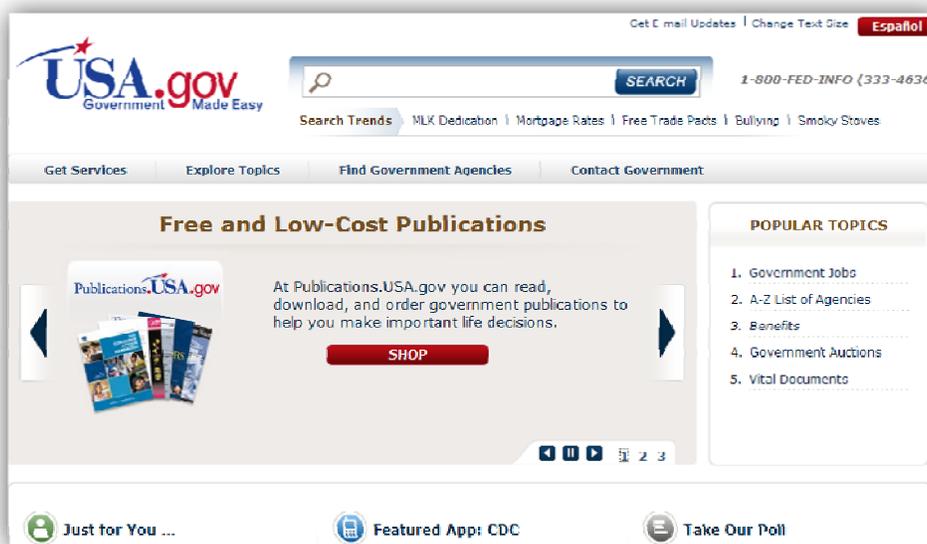
## Citizen Services

For more than 40 years, we have provided consumer information and services to the public. As the public changes the way it wants content provided, we find new ways to provide information where, when and how the public wants it. We work closely with federal agencies to ensure that government information is made easily available and fully accessible by the public.

We are passionate about delivering excellent service and have multiple points of quality assurance to monitor and constantly improve the customer experience. We achieved 272.7 million citizen touchpoints, more than a 50% increase over FY 10. A “Citizen Touchpoint” is a “direct supply of federal information to a citizen as a result of someone using an OCSIT-provided service”. It includes using [USA.gov](#), [Data.gov](#), [Challenge.gov](#) and our other websites. It includes answering citizen inquiries through automated and assisted telephone contacts, email, web chat, and search results. It includes publications distributed or electronically viewed; subscriber e-mailings; a variety of social media interactions; and more.

We have designed and launched open government initiatives that increase government data’s accessibility, transparency, quality, and discoverability. We lead the Administration’s flagship program to achieve open and transparent government.

### USA.gov



[USA.gov](#) is the U.S. government's official Web portal, making it easy for the public 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.

**Achievements:** In response to customer preference, USA.gov introduced mobile apps, innovation challenges, public polls, user-generated comments, public dialogs, text messaging, electronic readers, crowdsourced data, and increased social media activity in Facebook YouTube, Twitter, Tumblr, Scribd, and Flickr. The public gives us high scores through the American Customer Satisfaction Index (ACSI), as do our agency customers who use our best practice services at OCSIT's National Contact Center, Pueblo print distribution facility, and USA Contact contracting vehicle.

These improvements encourage the public to interact with our websites and have resulted in over 55 million visits to USA.gov, 40,000 poll responses and about 500 visitor comments.

Consumeraction.gov, Consumidor.gov, Pueblo.GSA.gov and Info.gov—all with a long and successful history in delivering important consumer information to the American public—were consolidated into USA.gov and GobiernoUSA.gov. By integrating these websites, we not only reduced costs and improved efficiency, but leveraged USA.gov's powerful brand recognition, enabling us to increase our reach and make it easier for the public to find government information. The website integration also improved the consumer information found on the websites; an improved directory of federal agencies; and the launch of Publications.USA.gov, a single place online for the public to find, read, order, and download Government publications.



USA.gov/GobiernoUSA.gov built Japan 2011 pages and widgets in response to the massive earthquake and tsunami. Through the web pages and widgets, USA.gov/GobiernoUSA.gov gave the public important information about how to

determine the safety and whereabouts of U.S. citizens in Japan, as well as food safety and environmental monitoring updates in the nuclear accident's aftermath.

## GobiernoUSA.gov

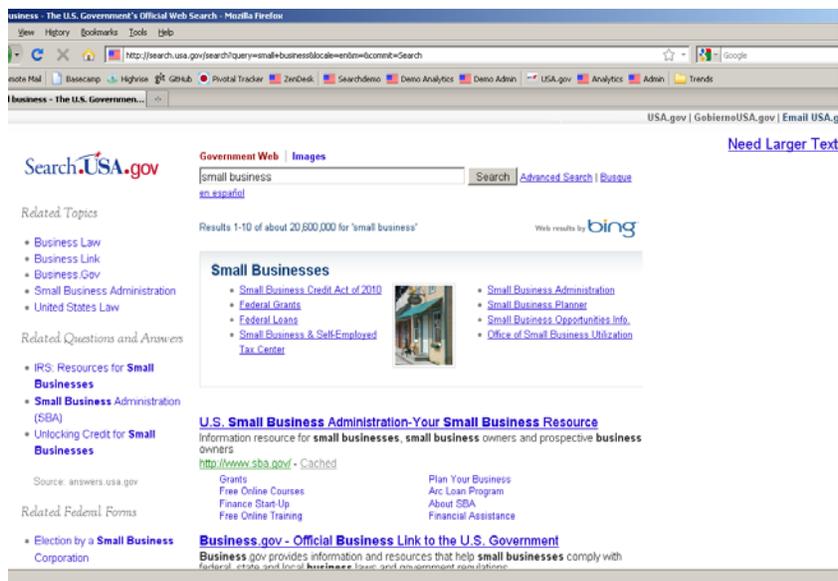


In response to the growing Spanish-speaking population in the United States as documented by the 2000 U.S. Census and Executive Order 13266 "Improving Access to Services for Persons with Limited English Proficiency," OCSIT launched [GobiernoUSA.gov](http://GobiernoUSA.gov), the U.S. government's official Web portal in Spanish.

During FY 11, GobiernoUSA.gov launched an application gallery site ([Apps.GobiernoUSA.gov](http://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 their home page), AOL Latino, Univision, Terra, and others, reached 42 columns, 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 video 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 Univision.com and AOL Latino.

During FY 11, GobiernoUSA.gov published 70 Spanish-language FAQs on [Respuestas.GobiernoUSA.gov](http://Respuestas.GobiernoUSA.gov), the Spanish language version of Answers.USA.gov.

## USASearch



[USASearch](#) transforms the public's search experience and saves government agencies valuable resources and money by providing hosted site search services for more than 400 government websites, including the U.S. government's official English- and Spanish-language search engines on USA.gov and GobiernoUSA.gov, respectively.

USASearch is a commercial-grade search engine that quickly delivers relevant, government-centric information. It displays results without the ads found in commercial search engines. USASearch provides its search services at no cost to local, state, and federal government agencies using its infrastructure and open-source software.

**Achievements:** On USA.gov, USASearch 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.

USASearch also provides search for USA.gov on mobile devices at m.usa.gov and via the

“It would not be possible to match the value of GSA’s free search service by procuring or building a custom solution. Previously, we needed to dedicate significant resources to configuring and tuning our internal solution, whereas with USASearch, we can now deploy these resources to enhance the features of and technology supporting the White House website.”

WhiteHouse.gov

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.

USASearch 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.

USASearch 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).

## Kids.gov



[Kids.gov](#) is the official kids' portal for the U.S. government. It links to over 2,000 web pages from government agencies, schools, and educational organizations, all geared to the learning level and interest of three audiences: Grades K-5, Grades 6-8, and Educators. Each audience tab is divided into educational subjects such as Arts, Math, and History. Within each subject, the websites are grouped as either government sites (federal, state, military) or other resources (commercial, non-profit, educational).

**Achievements:** Responding to the public's common search term of "careers" and "jobs," Kids.gov launched podcasts and short videos that feature government careers, including an interview with U.S. Treasurer Rosie Rios, whose signature is on our money; Yasmeen Khan, a rare book conservator at the Library of Congress; Juan

Rodriguez, an animal keeper at the National Zoo; and Cris Comerford, White House Executive Chef.

Also responding to a common question from kids on how someone becomes President of the United States, Kids.gov launched a challenge on Challenge.gov for an infographic of the process of being elected President of the United States. We made the winning adult infographic into a poster, and sent it to 10,000 middle schools. This poster has become so popular among schools and educators that we now offer it on [Publications.USA.gov](http://Publications.USA.gov).

## The National Contact Center



The National Contact Center provides direct telephone (800-FED-INFO), e-mail, and Web chat services to the public, as well as contact center and print distribution services for several other customer agencies. It answers more than one million phone, e-mail, and chat inquiries each year on all federal government topics, and takes orders for consumer publications distributed from our facility in Pueblo, Colorado.

To provide consistent and accurate information to the public, the National Contact Center maintains a comprehensive knowledgebase of more than 2,600 answers to frequently asked questions (FAQs) on the government. These answers, used by our contact center agencies, are also accessed by the public on [Answers.USA.gov](http://Answers.USA.gov). The search engine here returns answers from this as well as other agency FAQ knowledge bases.

We are known for our ability to partner with agencies during emergencies. Within minutes of earthquakes, terrorist attacks, hurricanes, and other crises, the National Contact Center provides 24/7 services to the public seeking help or providing information to the government.

**Achievements:** In FY 2011, the National Contact Center answered over 1.1 million inquiries from the public. In addition, the center's knowledge base was accessed over 5

million times by users who sought and found answers on [Answers.USA.gov](http://Answers.USA.gov). In FY11, the NCC implemented its Spanish language knowledge base, available to the public on [GobiernoUSA.gov](http://GobiernoUSA.gov).

The National Contact Center is typically open from 8:00am – 8:00pm EST, but quickly expands to 24/7 service in times of emergency. During the period of Egyptian unrest in January and February, the contact center worked with the Department of State to respond to calls from people seeking information about the status and well-being of American family and friends in that country, extending operations to a 24/7 basis for over a week. The center did the same for three days during the Libyan revolt in late February. In March, during the aftermath of the earthquake in Japan, the NCC remained open round the clock for nearly two weeks fielding calls for the State Department from anxious relatives of Americans caught up in the event.

During FY11 the NCC began a text messaging (SMS) pilot, which can accommodate several lines of text delivery. Its first subscription line supports the new [Publications.USA.gov](http://Publications.USA.gov) page, announcing the site's October 3<sup>rd</sup> public launch and furnishing regular updates to subscribers on new and timely publications.

## Consumer Publications

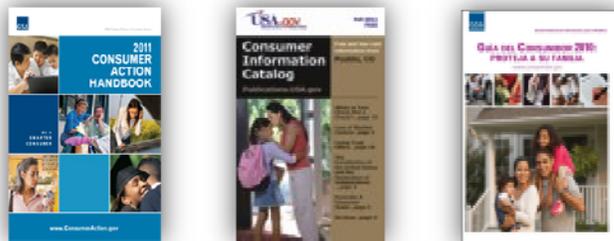
Since the 1960s, a top priority has been educating and protecting U.S. consumers. The Federal Citizen Information Center works with other federal agencies to publish and distribute millions of publications each year to give the public valuable information on consumer problems and government services: home mortgages, health, managing finances, retirement, consumer protection from fraud and scams, identity theft, and government benefits.



**Achievements:** To be more sustainable and reduce costs, we began digitizing our print publications and offering them in a variety of e-publication formats. We entered into a partnership with Google Books and began distributing over 100 consumer publications

for free. We launched our new web site [Publications.USA.gov](http://Publications.USA.gov) with over 600 consumer publications available for viewing, downloading in a variety of online formats, and/or ordering print copies from the Pueblo, Colorado, publication distribution center. We are continuing to convert publications to new epublications 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 continued 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, Colorado, but also on our new [Publications.USA.gov](http://Publications.USA.gov) web site. 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 over 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](http://Publications.USA.gov).

### **Citizen Outreach**

One of our more successful and visible outreach efforts is the Public Service Advertising (PSA) program. English and Spanish PSAs promote awareness of USA.gov, GobiernoUSA.gov and 1-800-FED-INFO. One critical piece of each campaign is the television advertising. The 2010-2011 English TV campaign “Transitions” is a fast-paced production showing that whether you have information to get or ideas to give, USA.gov can keep you connected to the government benefits and services you need on the go. The 2010-2011 Spanish television PSA campaign, “El Gran Sueño” features a family discovering that the information they need to get their finances in order and plan the small business of their dreams is easy to find on GobiernoUSA.gov.

We also reach out to the public through print ads and consumer information articles published free in newspapers, magazines and online publications nationwide as a public service to their readers.

**Achievements:** Together the television campaigns received more than 1 billion audience impressions nationwide and were ranked in the top two percent of all public service advertising in 2010-2011 according to Nielsen Media Research.

The English print ad campaign “Information to Get, Ideas to Give” was given prime advertising space in more than 35 popular publications such as *Oprah Magazine*, *Time*, *Sports Illustrated*, and *Real Simple*, and brought an astounding 73x ROI. Radio, web banner and library poster campaigns complement the television and print campaigns’ concepts. Together, the 2010-2011 PSA campaigns will receive free advertising time and space worth more than \$24 million.

In FY 2011, the total circulation impressions of print and online newspapers and magazines carrying our print ads and articles exceeded 320 million. Media outlets provided 3,958 placements of 20 different print ad campaigns, and 1,900 articles mentioning our programs and publications. This includes a “Dear Abby” letter on women’s health that we placed, which resulted in the distribution of more than a million publications.

Beginning in FY 11, we began looking at and expanding new forms of citizen outreach, including web banner ads, search and social media ads, and transit ads in buses and metros. We will be expanding and testing these activities in FY 12 to be sure we are reaching citizens where they are with valuable government information.

## Mobile Government

★ Mobile Government

Gwynne Koehn  
(202) 501-1797  
gwynne.koehn@gsa.gov

OCSIT  
Office of Citizen Services and  
Innovative Technologies

SHARE

Facebook  
Twitter

EVENTS

- MobileGov: Citizen Engagement the Go at FedSocoo June 28
- FOIC July 21

Mobile technology is changing the way people find and use information and services. How does government interact with the public in this anytime, anywhere world?

This Making Mobile Gov Project is helping agencies work together to make a more open, innovative government to meet 21st century citizen expectations.

- We are starting by helping you **discover** information and make the case for mobile in your agency.
- Next, we want you to join in and **discuss** the challenges to mobile gov.
- Third, we will have a dialogue with people in government, industry, nonprofits, and the general public on how to design this mobile future.

Based on your input, we'll launch a community generated wiki with tools to help you build and implement a mobile strategy for your agency and to share resources among agencies.

DISCOVER

DISCUSS

DESIGN

Help Make Mobile Gov Here

The widespread use of mobile technology and devices has signaled the public's changing needs and expectations—who expect anytime, anywhere information and services. Citizen expectations extend to government-provided information and services. This “Mobile Gov” is driven by:

- Widespread use of mobile devices in the United States
- Opportunities to use mobile to improve the efficiency of government's service delivery
- Innovations in mobile that can propel new government services/service delivery
- Improved transparency through increased access to government data and information

In response, we established the mobile program management office to help federal agencies develop a citizen-centered path to mobile government by focusing on policies, practices, partnerships across government and industry, applications and tools, and outreach.

**Achievements:** The Mobile PMO built a cross-government, multi-disciplinary community of practice with 45 government agency innovators to help the government embrace the promise of mobile through capacity building and knowledge sharing. The community invested time and talents in developing a multi-media education and discussion project, [Making Mobile Gov](#). Through videos, live events, workshops, demonstrations, media outreach, and a nationwide dialogue, the project identified and built consensus around the major challenges and opportunities to address so agencies can strategically use mobile technologies. Based on the input, the PMO has launched a community-generated wiki with tools and resources to help agencies build and implement a mobile strategy.

Agencies are more aware of Mobile Gov; community of practice members almost doubled over the summer, 80 apps/mobile sites--tripling the size of the mobile gallery--at [Apps.USA.gov](#), and hundreds of participants in workshops, trainings and online discussions.

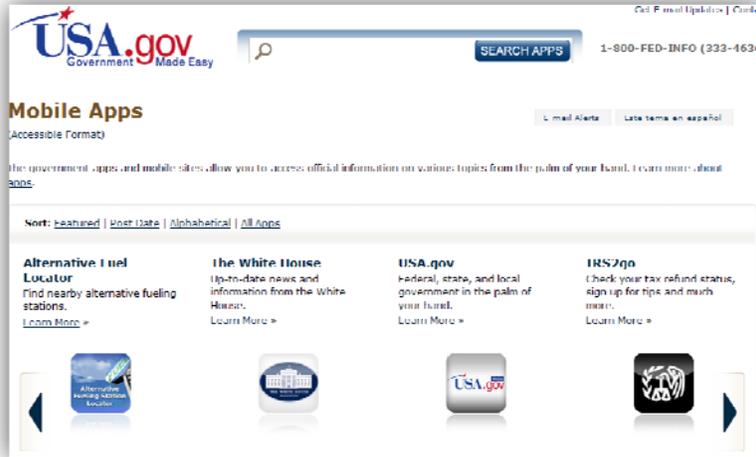
The Mobile PMO provides information, speakers, and resources on the state of mobile gov, frequently speaking to audiences inside and outside of government including IT professionals, public affairs, program offices and the media. Critical to these efforts has been

“..We appreciate the job GSA is doing on the mobile side. We really have benefited from the community and the exchange of ideas y'all have facilitated” Director, USDA



the amplification of expertise via strong participation of inter-agency partners in videos, panels, and online.

## Mobile Apps Gallery



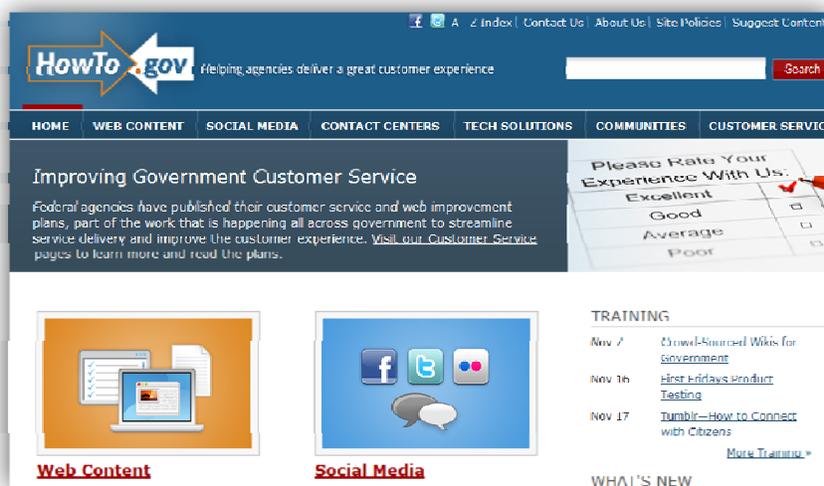
By providing mobile apps and websites, USA.gov is working hard to make government easy, convenient, and accessible to the growing millions of people accessing information and services by mobile devices. USA.gov's [Mobile Apps Gallery](#) features over 85 apps that were developed by government agencies on a variety of platforms.

**Achievements:** In just its first month, the gallery received more than 160,000 visits. Prominent media outlets – such as National Public Radio, Parade magazine, TheConsumerist.com, Yahoo Buzz, CNN, and the New York Times – have all featured positive reviews for the new government apps gallery.

## Collaboration Across Governments, Best Practices and Training

We facilitate the adoption of collaborative technologies to enhance citizen engagement, increase operational efficiency, and deliver quality services government-wide. We foster sharing of best practices and proven solutions across federal, state, local and international governments.

### HowTo.gov



With the Federal Web Managers Council, we manage [HowTo.gov](http://HowTo.gov). The site serves as the authoritative source of federal requirements and best practices for managing government customer service channels, including websites, social media, contact centers, and mobile.

HowTo.gov provides guidance, training, best practices and shared tools to thousands of federal, state, and local government professionals to improve the customer experience with government. It provides exceptional value to agencies in delivering best practices in a practical, “how to” format, and avoids the need for agencies to develop their own best practices. .

**Achievements:** We launched [HowTo.gov](http://HowTo.gov) in December, consolidating several customer-service focused web properties into one streamlined website. HowTo.gov organizes content into topical “channels” such as web content, social media, and

45 agencies regularly use HowTo.gov to better manage their websites, call centers, and other customer channels. It would cost agencies and estimated \$22.5M to develop their and maintain an equivalent repository of best practices for their agency.

technology, and recently added a new contact centers channel, with best practices to help agencies set up and manage a highly effective government contact center.

We successfully migrated 400 pages into Drupal, an open-source content publishing tool that will allow us to more easily upgrade the site and implement interactive features. OCSIT hosted it's first-ever Write-A-Thon, bringing federal volunteers to draft new content for HowTo.gov.

We updated some of our more popular and critical content, including web requirements and best practices checklists, to help agencies comply with the complex set of directives for managing government websites. We published new "HowTo" guides on other popular topics such as plain language, blogs, employee ideation programs, and challenges and prizes. We collaborated with the Office of Management and Budget (OMB) to develop important guidance to help agencies collect customer feedback in compliance with the Paperwork Reduction Act (PRA) and the new "fast-track" PRA clearance process.

We took several steps to improve HowTo.gov's overall usability and customer experience. We did usability testing through the First Fridays Product Testing Program (p.41), did quick enhancements, and streamlined the training information for Web Manager University. As a result, visits to HowTo.gov increased almost 12% over FY10 levels, and customer satisfaction scores remain high, on par with our sister site, USA.gov.

### **.gov Reform Initiative**

The .gov Reform Initiative is a government-wide effort to improve the customer experience with federal websites, eliminate redundant and outdated websites, and improve how websites are managed within and across agencies.

The Initiative is an outcome of the President's Executive Order 13571, "[Streamlining Service Delivery and Improving Customer Service](#)," issued April 27, 2011, which requires federal agencies to take specific steps to strengthen customer service, including how they deliver services and information on federal ".gov" websites. The Office of Management and Budget (OMB) created a gov 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.

### **Achievements:**

- Enacted a freeze on the issuance of new .gov domain names for the federal executive branch, to stop the creation of new sites and to encourage agencies to use existing websites and infrastructure to host new content

- Published the first list of all registered .gov domain names so the public can see all the federal websites they're paying for. The list is posted on Data.gov and is updated weekly. It has increased access to, and transparency of, government data; fostered accountability in how we manage our federal websites; and made it easier for agencies to see the websites they own, those owned by other agencies, and increased opportunities for collaboration across government
- Required agencies to report on their web streamlining efforts through the .gov inventory, governance survey, and drafting of agency Web Improvement Plans
- Worked with agencies to eliminate or consolidate 149 domains
- Hosted a highly successful [National Dialogue on Improving Federal Websites](#) which ran Sept 19 – Oct. 4, 2011

Beginning in FY12, the Task Force will focus on the following activities:

- Develop a Federal Web Strategy that lays out the long-term vision of what the user/citizen experience should be with .gov websites
- Make recommendations to OMB for updating federal web policies and best practices
- Develop common tools and best practices to make our web operations more effective and cost efficient
- Recommend how government websites can integrate with federal agencies' use of third-party sites and applications

### **Federal Web and New Media Community**

We sponsor and lead the Federal Web Managers Council, which was formed as a result of the E-Government Act of 2002, to bring together senior web leaders to collaborate in improving the online delivery of federal government information and services. The Council comprises web and new media directors from federal Cabinet agencies, as well as designated Congressional support agencies and major independent and sub-agencies. It is a dynamic and influential community of practice, guiding the work of nine subcouncils. The Council also serves as the steering committee for the Web Content Managers Forum, a larger, grassroots community of over 2,800 federal, state, and local web and new media professionals from across the country.

**Achievements:** During FY11, the Federal Web Managers Council collaborated with OMB to develop and modernize several groundbreaking web policies and guidance documents, such as implementation guidance for implementing the Plain Writing Act, the Paperwork Reduction Act, and agency use of cookies and third-party websites. We

collaborated with the National Archives and Records Administration to update web records guidance and policies.

In addition, we coordinated across government to respond to several emergencies and natural disasters, including the Japanese tsunami, to ensure the federal government was delivering consistent and coordinated content across agencies.

We also expanded the Web Content Managers Forum community to more than 2,800 federal, state, and local U.S. government web managers who share dozens of innovations, best practices, and solutions with their peers on a regular basis. By supporting this dynamic community, we facilitate important peer-to-peer sharing, which allows for creative problem solving across government and reduces significant duplication of effort.

## Web Manager University (WMU)

[Web Manager University](#) serves as the federal government’s flagship training program for all areas of digital media and citizen engagement, including web management, social media, mobile, challenges and prizes, emerging technologies, and contact centers. The program’s goal is to build agencies’ capacity to deliver an outstanding and innovative customer experience via multiple customer channels. The program continues to add value government-wide to improve the knowledge of digital government best practices among thousands of government workers each year.

Web Manager University (WMU)

Register now!

Web Manager University Schedule of Classes

Please check this page often, since we regularly add new classes and training opportunities.

Spring 2011

Date	Event	Instructor	Location	Fee
Mar 17-18	<a href="#">Annual Conference</a>	Various	Wash, DC	\$58K Gov \$14K Contractors with a gov email address
Apr 1	First Friday Product Testing	Various	Wash, DC	Free
Apr 26	<a href="#">Usability Training—E-File Record Storage</a>	Shawn Kray	Wash, DC	\$500 Gov \$100 Others
Apr 21	Monthly Forum Games	UUU	Webinar	Free Gov only
May 6	First Fridays Product Testing	Various	Wash, DC	Free
May 11-12	Essentials of Usability and User-Centered Design	Neil Miller-Jacobs	Wash, DC	\$200 Gov \$80 Others
May 24-25	Video Bootcamp	Michael Rosenbaum	Wash, DC	TBD
(Date TBD)	500 Tools and Training	TRN	TRN	TRN

About Web Manager University  
[About First Friday Events for Government](#)

Web Manager University saves agencies significant time and money by providing high quality training that is more cost effective than having federal employees attend similar training in the private sector. In addition, the program provides a curriculum that is

targeted to a federal audience and peer-to-peer learning that facilitates cross-agency collaboration and sharing of best practices.

The multidisciplinary curriculum addresses the broad range of skills that agencies need to manage their digital media and citizen engagement efforts, such as:

- 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
- Contact center management

The program focuses on delivering hands-on, practical skills that government Web professionals can immediately apply to their work. WMU provides high value to government agencies by centralizing this training function, rather than having hundreds of agencies manage their own training programs.

OCSIT had almost 10,000 government attendees in FY2011; saving agencies the \$1.5M it would have cost to obtain equivalent training in the private sector.

**Achievements:** During FY11, Web Manager University hosted 81 training events and trained over 10,000 attendees from nearly 100 federal, state, and local agencies across the country. This represents an increase in attendance of 40 percent over FY10. Student satisfaction ratings averaged at least 4 out of 5, with nearly one-third rating their class 5 out of 5.

We also conducted the eighth annual Government Web & New Media Conference, the largest gathering of government web and new media professionals in the U.S, attracting over 500 attendees. The event continues to attract well-known keynote speakers, including senior executives from OMB, the White House, and federal agencies, as well as leading experts from some of the top online properties such as Craigslist, Twitter, YouTube, Starbucks, and Amazon.

Web Manager University continues to build on its success, expand its offerings, and ensure a high caliber of faculty from around the world. OCSIT will continue to market the program to thousands of potential participants, and expand opportunities to attract students from other disciplines, such as program managers, public affairs officers, technology specialists, financial experts, legal staff, and senior executives.

## First Fridays Program

We launched the [First Fridays Program](#) in early FY11 to give agencies simple, affordable user testing of their websites and web applications.

The program, which is typically held the first Friday of each month, is designed to quickly find and fix basic usability problems. In addition to helping agencies improve their web properties, the First Fridays program trains GSA and agency staff to learn how to organize and conduct tests for themselves. In this way, First Fridays is making the best practice of usability testing a routine part of agency operations.

**Achievements:** The First Fridays Program tested 16 products in FY11. This included some of the more frequently used federal websites, web forms, and web applications, including the State Department's online passport application, USAJobs.gov, Weather.gov, and FCC.gov. Making quick improvements to these sites will benefit millions of people who use these sites every year. In addition, the program hosted nearly 300 participants and observers from over 20 agencies and from all the major program offices in GSA. This will have a huge multiplier effect, where participants will go back to their agencies to successfully conduct their own testing.

To accelerate agencies' ability to adopt these new techniques, the First Fridays team also developed a step-by-step Testing Toolkit: <http://www.howto.gov/web-content/usability/first-fridays>.

Given the success of the program in its first year, we've already increased the frequency of testing to more than once a month, and have a wait list of agencies who want to participate in the program and individual employees who want to be trained as test facilitators.

Although only in its beginning stages, the program has already demonstrated a high return on investment. By providing this service centrally to agencies, we are saving agencies hundreds of thousands of dollars they would have been spent if they had procured the same product testing services from the private sector. And it serves as another excellent example of how we provide a much-needed shared service for government agencies, rather than have each agency develop redundant testing programs.

## Government Contact Center Council

We created and lead the Government Contact Center Council, also known as G3C. G3C is a group of federal contact center managers that share industry and government best practices and emerging technologies, and collaborate during national emergencies.

**Achievements:** The Government Contact Center Council grew in FY 11 to 160 members from 42 federal offices, an increase of over 100 members from one year ago.

The council meets monthly to share best practices and collaborate on communications for national emergencies and natural disasters.

In FY11, the G3C started a Government Contact Center training program, which conducted three training sessions and its first annual conference, for over 200 training attendees, receiving excellent evaluations from participants.

## **USA Contact**

We created and maintain a contracting vehicle, [USA Contact](#), which provides federal agencies with a cost-saving approach to contracting for contact center services. USAContact provides agencies an indefinite-delivery, indefinite-quantity (IDIQ) contract vehicle to quickly acquire a broad range of best practice contact center services from a choice of nine pre-qualified companies. Agencies are not charged to use the contract.

Through USA Contact, we ensure ready access to government information and services, helping agencies ensure timely, consistent, and accurate responses to public inquiries. OCSIT also developed a cost calculator to allow agencies to better estimate costs of various contact center services before procuring services.

**Achievements:** To date USAContact has helped agencies award 29 task orders with a total value of \$341M. Two additional task orders, worth a total value of \$184M, are expected in early FY 12. Government-wide cost savings are about \$7.5M for FY 11 for agencies using the streamlined procurement process and not having to run their own contact centers. These agencies receive quality contact center services that provide enhanced customer service capabilities for their customers.

## **International Collaboration**

We have led the way in intergovernmental collaboration among all levels of government and, notably, across national boundaries. We are at the heart of many international cross-government communities, sponsoring productive international pilot projects and providing a safe forum for exchanging information, ideas and insights as a trusted catalyst for open-minded exploration of innovations in government.

We have longstanding relationships with international networks of senior government leaders, chiefly in the IT area. This was a particularly productive year for OCSIT's Global Government Innovation Networks:

**North American Day:** This year marked a major milestone for cross-continental information sharing, as the senior IT officials of Mexico, Canada, and the United States signed a Memorandum of Understanding to support trilateral collaboration and launched pilot projects to build an information-sharing framework in the areas of public health and public safety. The MOU was signed by OCSIT's Dave McClure and the CIOs of Mexico and Canada in a televised ceremony at OCSIT's annual North American Day talks in

Mexico City in July 2011. The pilot projects were launched in August in collaboration with public health and public safety officials from all three countries. They will help the three countries use stolen-vehicles data and public health alerts to better control crime and health emergencies.

**U.S./Canada Bilateral Meetings:** The leaders of GSA and its Canadian counterpart, Public Works and Government Services Canada, meet face-to-face about once a year to discuss public buildings and acquisition programs, support for small businesses, and sustainability, among other common issues.

We led this year's event, hosted by GSA Administrator Martha Johnson in June. For the first time, the group agreed to collaborate on action items to solve difficult problems that both countries face, such as building sustainability into procurement, encouraging innovative companies to work with government, and developing a coordinated approach to branding "Workspace 2.0."

**5-Nations CIO Council:** This group of CIOs from the United States, the United Kingdom, Canada, Australia, and New Zealand has been meeting quarterly since 2006. We convene the group for three videoconferences and a face-to-face meeting each year to discuss government IT-related concerns we all face. High-ranking officials with few peers, they use this group to work out common public-sector problems through open and productive conversations with their counterparts from other countries.

Discussions in 2011 centered on IT management reform, identity management, and mobile and search technology. The group met in Washington in November 2010 to share experiences with IT reform. The 2011 meeting will be held at the ICA conference in Taiwan.

**International Council for IT in Government Administration (ICA):** As the U.S. dues-paying member of ICA—the premier international group of senior government IT officials from 20 countries—we hosted its 44th annual conference in November 2010. National CIOs and other national IT leaders from 22 countries met for three days to discuss important IT topics under the conference theme, "Open Government: Making It Work." Among the key participants were the CIOs of Singapore, Taiwan, the United States, Canada, the United Kingdom, and the Netherlands. The 2011 conference will be held in Taiwan.

**International Open Government Data Conference:** Data.gov organized the first International Open Government Data Conference in Washington, D.C., Nov. 15-17. Speakers represented the U.S. federal and state governments, nongovernmental organizations, foreign governments, academia, industry, and the media. Nearly 400 people from 13 countries registered. The conference appeared in at least 33 articles, blogs and announcements in outlets ranging from the *New York Times* and the *Huffington Post* to Washington's Federal News Radio, *Federal Computer Week*, and

Gov20.GovFresh.com. The conversations continue in the “Open Data” and “Semantic Web” community forums launched on Data.gov during the conference.

The conference, coordinated with the United Kingdom's Open Government Data Camp, launched a week of international collaboration in the open linked-data community. This led to creation of a new World Wide Web Consortium on open government data, work on international metadata standards, United Nations interest in forming a group on open government data, and plans for capabilities that can be used by any government starting an open data platform.

## ■ Recognition

We continue to play a key role in driving greater transparency and openness in government by using agile technologies, processes, and expertise for public engagement and collaboration built around innovative solutions that provide a more effective, public-driven government.

We are consistently recognized as a world leader in public engagement and innovation. Our staff is in high demand for speaking events, consultation and interviews with major media outlets. We are proud to have been recognized with many prestigious team and individual awards.

- CIO Magazine Honors OCSIT's Data.gov with 2011 CIO 100 Award
- Blue Pencil and Gold Screen Awards from the National Association of Government Communicators for the Challenge.gov website. First Place in Social Media Outreach and Communications.
- Data Heroes Award for Data.gov from EMC Corp.
- Federal Computer Week FED100 Award Winners: Martha Dorris, Bev Godwin, Katie Lewin, Keith Thurston
- Sheila Campbell named a 2011 Washingtonian Tech Titan
- GovMark Council Award for Excellence in Government - USA.gov Mobile Apps Gallery
- AFCEA Bethesda - Outstanding Achievement Award for Cloud Computing  
David McClure, Ph.D., Associate Administrator, Office of Citizen Services and Innovative Technologies, General Services Administration
- AFFIRM Leadership Award for the Advancement of Open Government:  
*David McClure, Associate Administrator, Office of Citizen Services and Innovative Technologies*  
*Martha Dorris, Deputy Associate Administrator, Office of Citizen Services*  
*Sanjeev "Sonny" Bhagowalia, Deputy Associate Administrator, Office of Innovative Technologies*  
*Beverly H. "Bev" Godwin, Director, Federal Citizen Information Center*  
*Sheila R. Campbell, Acting Director, Center for Excellence in Digital Government*  
*Sally Y. Kiel, Assistant Deputy Associate Administrator, Office of Innovative Technologies*  
*Marion A. Royal, Project Director, Data.gov*  
*Keith Thurston, Assistant Associate Administrator for E-Government*

*Sara Crane, Director, USA.gov | GobiernoUSA.gov | Kids.gov  
Russell O'Neill, PMP, IT Specialist/IT Project Manager USA.gov*

- AFFIRM Leadership Award for Innovative Applications - Mary Sue Deffily and the USASearch Program Team
- Federal Computer Week Rising Star Awards - Jessica Milcetich and Zach Baldwin
- Excellence.gov Awards Finalist - Data.gov
- InformationWeek 2011 Government Innovator Award Winner - USASearch Program

## ■ Helpful Links

[www.GSA.gov/OCSIT](http://www.GSA.gov/OCSIT)

[www.GSA.gov/Open](http://www.GSA.gov/Open)

[www.USA.gov](http://www.USA.gov)

[www.GobiernoUSA.gov](http://www.GobiernoUSA.gov)

[www.Publications.USA.gov](http://www.Publications.USA.gov)

[www.Search.USA.gov](http://www.Search.USA.gov)

[www.Apps.gov](http://www.Apps.gov)

[www.Data.gov](http://www.Data.gov)

[www.Challenge.gov](http://www.Challenge.gov)

[www.Citizen.apps.gov](http://www.Citizen.apps.gov)

[www.info.apps.gov](http://www.info.apps.gov)

[www.Kids.gov](http://www.Kids.gov)

[www.HowTo.gov](http://www.HowTo.gov)

## **Budget Appendix**

The U.S. General Services Administration's (GSA) Office of Citizen Services and Innovative Technologies (OCSIT) develops and delivers low-cost, high-value services and solutions that are used across government, enabling efficiencies, savings, and cost-avoidance that far exceed OCSIT's modest budget.

### **E-Government Fund**

The E-Government (E-Gov) Fund facilitates adoption of innovative technologies that improve operational efficiency and effectiveness government-wide. E-Gov allows development of solutions that can be leveraged outside the resources and mission of any single agency. E-Gov initiatives enable billions of dollars in long-term savings, many orders of magnitude above the \$8M FY 11 E-Gov budget.

<b>Program</b>	<b>Budget</b>
<b>Performance.gov</b>	\$1.1M
<b>Federal Risk Authorization and Management Program (FedRAMP)</b>	\$0.3M
<b>Federal Cloud Computing/Data Center Consolidation</b>	\$0.44M
<b>IT Dashboard</b>	\$1.06M
<b>Data.gov</b>	\$0.9M
<b>Challenges Platform</b>	\$0
<b>Citizen Engagement Platform (Apps.gov)</b>	\$0
<b>USASpending.gov*</b>	\$1.2M
<b>Small Business Dashboard*</b>	\$0.1M
<b>FFATA Subawards Reporting System Assistance*</b>	\$2.88M
<b>Total</b>	<b>\$8M</b>
*Funded by OCSIT, managed by GSA Office of Government-wide Policy	

## Federal Citizen Services Fund

Federal Citizen Services Fund (FCS) operations serve as the authoritative source for public government information and services. FCS enables citizen access and engagement through an array of direct services via the internet, phone, email, and print. The FCS fund saved the government over \$76M in FY11 in cost avoidance by offering agencies no or low-cost government-wide policy-compliant solutions and by eliminating costly and duplicative procurements.

Program	Budget
Contact Center Services	\$8.6M
Printed Publications Services and Citizen Outreach	\$3.9M
Web Management and Content (USA.gov & GobiernoUSA.gov)	\$6.1M
Center for Excellence in Digital Government (CEDG)	\$4.6M
Information Technology Services Solutions (ITSS)	\$10.8M
Total	\$34M

